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## RESEARCH ARTICLE

# The Influence of Organizational Culture and Competence Through Work Discipline on the Performance of PPPA PPKB Jembrana Service Employees

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**Abstract:** The objective of this study is to examine the impact of organizational culture and competence, as measured by work discipline, on employee performance. The population of this study comprised all ASN employees of the PPPA-PPKB Service of Jembrana Regency. The respondents were determined using probability sampling methods, with a total of 43 respondents included in the study. The research analysis technique employed was a research hypothesis test using path analysis. The findings of the analysis indicated that organizational culture and competence exerted a positive and significant influence on employee work discipline at the PPPA-PPKB Service in Jembrana Regency. Furthermore, organizational culture, competence, and work discipline demonstrated a positive and significant impact on employee performance at the PPPA-PPKB Service in Jembrana Regency. Employee work discipline functioned as a mediating variable in the relationship between organizational culture and employee performance at the PPPA-PPKB Service of Jembrana Regency. Similarly, employee performance functioned as a mediating variable in the relationship between organizational culture and employee work discipline at the PPPA-PPKB Service of Jembrana Regency. The hypothesis of this research is that the head of the PPPA-PPKB Service of Jembrana Regency is expected to prioritize organizational culture, enhance employee competence through seminars or training, and improve employee work discipline to achieve optimal performance targets. This, in turn, will enable the realization of the vision and mission that have been set.

**Keywords:** Competence, Organizational Culture, Performance, Work Discipline

## 1. Introduction

To optimize government operations to achieve the vision and mission of the organization, the implementation of government must pay attention to human resources (HR). HR is part of the organization that regulates and implements all its operations, and each person is the most important business asset in the organization. An organization can be considered good if it is useful and recognized by the community. Empowering and involving Human Resources in the community is an advantage of an organization. Doing this allows companies to learn various aspects of the environment and culture while reducing unemployment. The presence of apparatus in government organizations, especially in terms of improving performance in providing services to the community (Kertati et al., 2023).



A government is considered effective if it can achieve its goals optimally, is able to adapt to the environment and can improve work performance and human resource development.(Jumiati et al., 2023). For that, all government institutions must improve their performance, including the Women's Empowerment, Child Protection, Population Control, and Family Planning Service of Jembrana Regency.

The word "performance" comes from the basic word "work" in Indonesian, which translates the word "achievement" from a foreign language, which also means work results.(Mustiadi et al., 2023). Performance is rooted in the word job governance or work performance, or the achievements that individuals achieve.(Harisandi & Wajdi, 2024). If performance is the achievement of the results of implementing a work plan designed by an institution, for the government, business companies, which leaders and employees carry out to achieve the planned goals.(Fatari et al., 2024). Performance is defined as the extent to which the implementation of program activities or policies aligns with the objectives, vision, and mission of an organization. This alignment is achieved through the strategic planning process, which outlines the organization's goals, vision, and mission (Anhara et al., 2023). Considering how important employee performance is in supporting the operational activities of the agency, every leader of a government agency is required to be able to improve the performance of its employees (Tamba et al., 2018). Various efforts can be made to improve employee performance, starting from education and training, providing additional compensation, to providing awards for employees who can achieve the best work performance (Hariadi & Muafi, 2022).

From the explanation, at the Women's Empowerment and Child Protection, Population Control and Family Planning Service (PPPA-PPKB) of Jembrana Regency, where from several performance target achievement indicators there are performance indicator achievements that have not been achieved optimally, namely the first is the number of violence against children in 2024 according to data reported to the PPPA-PPKB service, there were 10 cases, which shows a number that is still high with the target of the central and regional governments to prevent violence against children. Second, the birth rate of women aged 15-19 years (ASFR) the central target is 18% and the data reported to the PPPA-PPKB Service of Jembrana Regency in 2024 is 21.5%.

The factors that influence employee performance include organizational culture. Organizational culture is one of the driving factors in the formation of performance, defined as the values and norms that apply in the organization and are accepted by all members of the organization (Husainah & Yusuf, 2019). A comprehensive evaluation of organizational culture has been demonstrated to promote enhanced employee performance, thereby leading to overall organizational effectiveness (Lumenta et al., 2020).

The PPPA-PPKB Service of Jembrana Regency hopes that employees will be able to work optimally with good performance towards the community supported by an organization that has been established and is running well, adequate competence and in accordance with duties and responsibilities, and discipline which plays an important role in realizing the vision and mission.

Organizational culture is a system of coercion held by members that classifies each organization.(Purwanti & Indradewa, 2022). Organizational culture functions to take care of employees so that they can have control over how to deal with their profession, adapt to their colleagues and the environment, and act reactively to the rules that have been designed by their superiors.(Beautiful & Riana, 2020). From the explanation above, in the PPPA-PPKB Service of Jembrana Regency, there is still an organizational culture that is not in line with the objectives of the superior, including there are still employees who work only when there is direct notification from the superior, and there are still employees who do not dare to take on work that is considered difficult.

In addition to organizational culture, factors that influence employee performance are competencies. If competency is the capacity of a person who is able to meet the requirements

in doing work in an organization, then they can obtain results that meet expectations (Yanti & Mursidi, 2021). Competence is a person's capability in carrying out a job with skill and knowledge supported by an employee's attitude or behavior. On that basis, competence shows the ability of a person who is professional in a certain field and excels in a certain field.(Syahputra & Tanjung, 2020). Competence is defined as the nature or character that a superior needs to be able to carry out job duties well or someone who has the knowledge, skills and behavior to perform.(Silaban, 2024).

Factors that influence technical competence, namely basic abilities as broad skills related to production and technology that support the organization to adapt quickly to emerging opportunities.(Aulia et al., 2023). In the PPPA-PPKB Service of Jembrana Regency, there are several problems that the author found related to the less than optimal competence in the service, including the fact that there are still employees who are placed in fields that are not in accordance with their education, and there are still many employees who have never received seminars or training related to their duties and obligations.

In addition to organizational culture and competence factors, one of the factors that influences employee performance achievement is work discipline. Where work discipline is a person's willingness to follow all applicable business or organizational rules and social norms. This is to encourage them to be more active in working.(Purba et al., 2022). Work discipline is defined as an attitude of respect, appreciation, obedience, and compliance with the applicable regulations, both written and unwritten. In addition, it is the ability to carry out one's duties and not avoid accepting sanctions for violations of duties and authority given (Farhah et al., 2020).

Discipline is the most important thing that must be followed by individuals or employees to show the company that they are able to carry out the responsibilities given and other tasks assigned to them well by the company. With the help of work discipline, you can increase work productivity. Meanwhile, according to The Last Supper (2018)said, "Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to obey all applicable regulations and social norms. The work discipline indicators used in this study to measure work discipline according to(Rivai, 2018). From the explanation of work discipline, in the PPPA-PPKB Jembrana Service there are several problems that the author found in the less than optimal work discipline, including attendance at work, where there are still employees who are late and in carrying out work sometimes there are still employees who postpone work, so that there is work that seems to pile up at the deadline.

Employee Performance at the PPPA-PPKB Office of Jembrana Regency has a generally quite good performance when viewed from employee attendance. It's just that there are some who are absent due to illness or permission for traditional ceremonies, but the level of employee attendance can be tolerated according to the policy of the head of the office, where each employee has the right to leave every month for a maximum of 2 (two) days. We can see in terms of employee performance at the PPPA-PPKB Office of Jembrana Regency so that they can pay attention to and prioritize loyalty and integrity in carrying out their duties.

Employee performance in terms of understanding the Main Duties and Functions, Workload, innovation, work speed, service quality, cooperation, has not been maximized, resulting in findings from audits carried out by BPKP regarding the performance of the implementation of several existing activities, including BPKP findings related to the performance of accelerating the reduction of Stunting which is not yet perfect related to reporting that is not in accordance with technical guidelines and instructions and the achievement of several indicators that are still low such as: The birth rate of women aged 15-19 years (ASFR) the central target is 18% and data received from the province reported to the PPPA-PPKB Service of Jembrana Regency in 2024 is still 21%.

The present study is predicated on the background and phenomena under consideration, and its objective is to analyze the influence of organizational culture and competence through

work discipline on performance at the PPPA-PPKB Office of Jemberana Regency. Theoretically, the results of this study are expected to provide benefits in the field of human resource management, especially regarding organizational culture, competence, work discipline, and employee performance. In addition, the study will provide information and reference material for parties who want to conduct more in-depth research. The findings of this study offer pragmatic advantages as a resource for data and reflection to assist in the administration of the Women's Empowerment and Child Protection, Population Control, and Family Planning Office of Jemberana Regency.

## 2. Literature Review

### 2.1. Previous Research

Organizational culture exerts a substantial influence on performance. This finding aligns with the conclusions of recent research, including The Last Supper (2017), Ariputra & Suaryana (2018), Panjaitan et al., (2023), These studies indicate that organizational culture has the capacity to influence and enhance performance. Research by demonstrates a partial positive and significant effect of organizational culture on employee performance. According to Soesmono (2020) shows that organizational culture has a partial influence on employee performance. Research Praharsyarendra (2020) and Beautiful & Riana (2020) research, organizational culture exerts a partial influence on employee performance. The results of the study The Last Supper (2021) and Hindadjo et al., (2022) indicate that organizational culture exerts a positive effect on employee performance. Consequently, it can be inferred that the superiority of the organizational culture of LPDs in Tegalalang District is directly proportional to the excellence exhibited by its employees.

Research conducted Aulia et al., (2023) And Mukhtar et al., (2021) have conducted research that indicates that employee competence has a significant impact on performance within a company. A parallel investigation by The Last Supper (2022) determined that employee competence exerts a positive and significant influence on performance. This finding indicates that employees' competencies play a pivotal role in enhancing their performance. Panjaitan et al., (2023), found that, in contrast to the findings of Wardana et al., (2022), competence exerts a positive and significant influence on employee performance.

A substantial body of research has been conducted on the relationship between work discipline and performance enhancement. This research, which includes studies by (Harahap & Tirtayasa, 2020; Nelizulfa, 2018; Putra & Subudi, 2018) suggests a positive correlation between work discipline and improved performance. In addition, the research conducted by Purba et al., (2022) yielded findings that indicate a positive and significant relationship between work discipline and employee performance at PT Sinar Gunung Sawit Raya. The results of the study (Esthi & Savhira, 2019), indicated that work discipline exerts a positive and significant effect on employee performance.

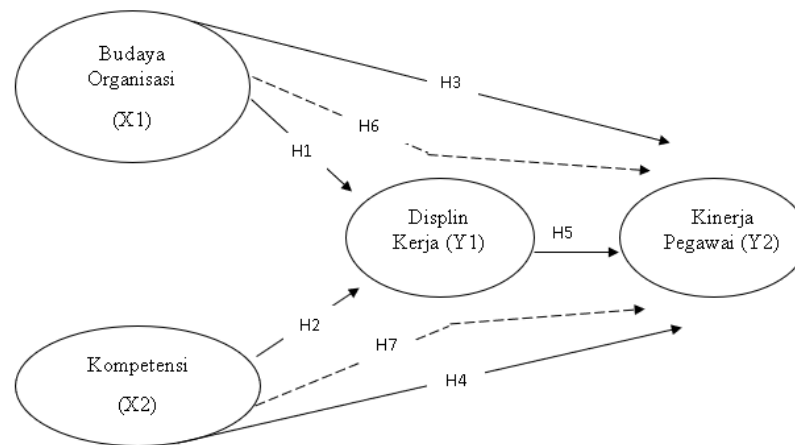
### 2.2. Theory

According to Harvey and Brown (Cahyono's Translation in Introductory Reading Materials for Business Administration, 2009:135) organizational culture is defined as a system of shared values and beliefs that interact with people, structures, and systems of an organization to produce behavioral norms. Organizational culture is defined as a set of behaviors that guide the actions and interactions of individuals within a company. Organizational culture can be defined as a system of beliefs and values that are disseminated throughout an organization, subsequently influencing the behavior of its members. Organizational culture can serve as a significant instrument of competitive advantage, particularly when it aligns with the organization's strategic direction. Organizational culture can be defined as a set of assumptions, belief systems, values, and norms that are developed within an organization and serve as behavioral guidelines for its members. The utilization of these guidelines is instrumental in enabling the organization to adapt to external environments and to facilitate the integration of its members within the organization itself (Mangkunegara, 2016).

In addition to organizational culture, competency variables have the capacity to influence performance. The relationship between competency and performance is a critical consideration in the domain of human resource management. Competence is defined as a fundamental characteristic of an individual that is directly related to effective or superior work performance (Mardiawan & Mustika, 2019). As stated in The Last Supper (2019), competence is defined as a person's characteristic related to effective or superior performance, which can be used to predict various specific work situations. The relationship between behavior and performance is predicated on the premise that competence engenders or can predict behavior and performance. Work discipline is defined as an attitude of appreciating, respecting, obeying, and complying with existing regulations. This encompasses both explicit and implicit directives, the capacity to execute them, and the willingness to accept disciplinary measures in the event of a transgression (Aryanto, 2020). (Rivai, 2018), posits that work discipline constitutes a managerial instrument employed to communicate with employees, thereby preparing them to modify their conduct and enhancing their cognizance of complying with the company's regulations. The work discipline factor exerts a substantial influence on performance, both in the individual and organizational context.

### 2.3. Conceptual Framework and Hypothesis

The conceptual framework concept of this research can be described in Figure 1.



**Figure 1.** Conceptual Framework of Research

Conceptually, organizational culture and competence influence work discipline. Moreover, the prevailing organizational culture, the competencies of its members, and the degree of discipline exhibited by the workforce have a significant impact on the performance of employees. The hypothesis of this study is predicated on the following description:

H1: Organizational Culture has a positive influence on Work Discipline.

H2: Competence has a positive effect on work discipline

H3: Work discipline has a positive effect on employee performance.

H4: Organizational culture has a positive effect on employee performance.

H5: Competence has a positive effect on employee performance.

H6: Organizational culture has a positive influence on employee performance through work discipline.

H7: Competence has a positive effect on employee performance through work discipline.

### 3. Research Methods and Materials

The study used a research implementation design, starting from the hypothesis to the conclusion and suggestions. The proposed hypothesis can be determined by the research variables. The research variables in this study are classified as both independent and dependent variables. The independent variables in this study are organizational culture, competence, and discipline.

Organizational culture is measured by norms, behavior, relationships, the work environment, management, and communication. Competence variables are measured by variable indicators, namely creativity, employees, employee ability development, and the ability to carry out tasks optimally. Work discipline variables are measured by a set of indicators, including, but not limited to, employee attendance, adherence to established rules, discipline in tasks and responsibilities, and accuracy in completing tasks. The dependent variable in this study is employee performance. Moreover, the performance of employees is evaluated through the use of indicators that encompass the following: the capacity to collaborate, the degree of initiative and innovation, the occurrence of breakthroughs in problem-solving, and the frequency of errors. The research instruments and respondents utilized in this study can be determined by examining these research variables. Following the determination of the research instruments and respondents, the subsequent step is to collect data by conducting observations, conducting interviews, and distributing questionnaires. The collected data is then processed and analyzed. The processed data is then subjected to discussion and interpretation.

The data utilized in this investigation is of a quantitative nature, that is to say, it is expressed in the form of numerical values that are susceptible to calculation. The present study utilizes quantitative data, encompassing the number of employees and employee attendance data at the Badung Regency Health Office. The data collection process for this study entailed the implementation of in-depth interviews, observational studies, and questionnaires. The latter, often referred to as "questionnaires," constitute a series of inquiries addressed to the respondents for their responses. The inquiries posed in this study employed a closed-ended format, wherein respondents were presented with a predetermined list of responses, thereby restricting their responses to a single option. The assessment of the variables of organizational culture, competence, and work discipline, in relation to employee performance, is conducted using a scale from 1 to 5. This assessment is carried out at the Women's Empowerment and Child Protection, Population Control and Family Planning Office of Jembrana Regency. In this scale, respondents are instructed to select one response from a list of five options.

Subsequent to the collection of data from the field, the subsequent step is the processing of said data (editing and data conversion). This is done so that the data that is widely spread in the questionnaire items can be made more concise and simpler with the help of the SPSS Program. The initial evaluation encompasses a series of assessments, including a validity and reliability test for the research instrument. Subsequently, a classical assumption test is to be conducted. This test consists of a data normality test, a multicollinearity test, an autocorrelation test, and a heteroscedasticity test. In addition, the analysis is executed through the implementation of a descriptive statistical test, which is employed to garner an understanding of the characteristics exhibited by the research respondents. Moreover, a differential analysis is conducted, with the objective being to ascertain the influence exerted by the variables under scrutiny through the utilization of a "path analysis." Subsequent to this, a procedure known as the Sobel test is executed for the purpose of testing the mediation hypothesis. This particular procedure was developed by Sobel in 1982.

#### 4. Results and Discussion



#### 4.1. Respondent Characteristics

From the distribution of questionnaires totaling 43 respondents, several descriptions of the characteristics of the respondents were obtained. The following will briefly explain the characteristics of the respondents, namely age, gender, education, marital status, length of service, and position presented in table 1.

**Table 1.** Respondent Characteristics

No	Characteristics	Number of people)	Percentage (%)
1.	Age		
	1. <26 years	5	11.6
	2. 26 - 35 years	13	30.2
	3. 35 - 50 years	23	53.5
	4. >50 years	2	4.7
2.	Gender		
	1. Man	17	39.5
	2. Woman	26	60.5
3.	Education		
	1. High School/Vocational High School	3	7.0
	2. Diploma	3	7.0
	3. Bachelor	34	79.1
	4. Postgraduate	3	7.0
4.	Marital Status		
	1. Marry	41	95.3
	2. Single	2	4.7
5.	Years of service		
	1. <5 years	11	25.6
	2. 5 - 10 years	2	4.7
	3. 10 – 20 years	15	34.9
	4. >20 years	15	34.9
6.	Position		
	1. Official	8	18.6
	2. Staff	35	81.4

As indicated in Table 1, the majority of respondents at the PPPA-PPKB Office of Jembrana Regency are between the ages of 35 and 50 (53.5%) and are female (60.5%). The majority of respondents possess a bachelor's degree (79.1%) and are married (95.3%). The distribution of respondents based on the duration of their employment is equally divided between those with 10-20 years of experience (34.9%) and those with over 20 years of experience (34.9%). With regard to position, the majority of respondents are staff members (81.4%). The results of the study indicate that the respondents are predominantly individuals of productive age, who have obtained significant levels of education, are married, and possess substantial work experience. The majority of staff members indicate that most operational tasks at the PPPA-PPKB Office of Jembrana Regency are managed by personnel who support the administration and implementation of work programs.

#### 4.2. Variable Description

Furthermore, the distribution of respondents' answers is used to determine the tendency of the answers given. Analysis of answers for each variable is carried out based on the score value (index) which is grouped into a certain score range, according to the results of the calculation of the descriptive statistical analysis of the variables. The profile of respondents' responses to the research variables is presented in the form of Variable Response Distribution in the form of tabulated data. The description of the research organizational culture is contained in Table 2.

**Table 2.** Distribution of Responses to Organizational Culture Variables

	Indicator	Respondents (in %)					Average (mean)
		1	2	3	4	5	
X1.1	Norms and behavior	-	-	-	90.7	9.3	4.09
X1.2	Relationship between employees	-	-	-	97.7	2.3	4.02
X1.3	Work environment	-	-	2.3	62.8	34.9	4.33
X1.4	Management	-	-	-	60.5	39.5	4.40
X1.5	Communication	-	-	-	86.0	14.0	4.14
<b>Organizational culture</b>							<b>4.19</b>

Source: Data dolah, 2025

Table 2 shows that the organizational culture at the PPPA-PPKB Office of Jembrana Regency is considered very good with an average of 4.19. Of the five indicators measured, the management indicator received the highest response with an average of 4.40, indicating that organizational management is considered effective in managing operations and policies. The employee relations indicator has the lowest average of 4.02. However, these results still show that employee relations in the work environment are considered positive. The organizational culture at the PPPA-PPKB Office of Jembrana Regency reflects harmonious work values, effective communication, a conducive work environment, and management that supports the achievement of common goals.

**Table 3.** Distribution of Competency Variable Responses

	Indicator	Respondents (in %)					Average (mean)
		1	2	3	4	5	
X1.1	Creativity	-	-	-	88.4	11.6	4.12
X1.2	Employee capability development	-	-	-	53.5	46.5	4.47
X1.3	Ability to carry out tasks	-	-	-	88.4	11.6	4.12
X1.4	Work to the max	-	-	-	37.2	62.8	4.63
<b>Competence</b>							<b>4.34</b>

Source: Data dolah, 2025

Table 3 shows that the level of employee competence at the PPPA-PPKB Office of Jembrana Regency is considered very good with an average of 4.34. Of the four indicators measured, the indicator of working optimally received the highest response with an average of 4.63, which shows that employees have high dedication in completing their tasks. The indicators of creativity and ability to carry out tasks have the same average, namely 4.12, which reflects that employees demonstrate innovative capabilities and consistent responsibility. Overall, the competency of employees at the PPPA-PPKB Service of Jembrana Regency shows that they have sufficient capacity to support the implementation of tasks effectively and efficiently.

**Table 4.** Distribution of Responses to Work Discipline Variables

	Indicator	Respondents (in %)					Average (mean)
		1	2	3	4	5	
X1.1	Presence	-	-	-	69.8	30.2	4.30
X1.2	Compliance with the rules	-	-	-	53.5	46.5	4.47
X1.3	Discipline in duties and responsibility	-	-	-	18.6	81.4	4.81
X1.4	Accuracy in completing tasks	-	-	-	88.4	11.6	4.12
<b>Work Discipline</b>							<b>4.43</b>

Source: Data dolah, 2025

Table 4 shows that the level of employee work discipline at the PPPA-PPKB Office of Jembrana Regency is considered very good with an average of 4.43. Of the four indicators measured, the indicator of discipline in duties and responsibilities received the highest response with an average of 4.81, which indicates that employees show a very high

commitment in carrying out their duties in a disciplined manner. The indicator of accuracy in completing tasks has the lowest average value of 4.12 but still shows a good level of discipline. Overall, employee work discipline at the PPPA-PPKB Office of Jembrana Regency reflects a high level of professionalism in carrying out their responsibilities in accordance with applicable rules and norms.

**Table 5.** Distribution of Employee Performance Variable Responses

Indicator	Respondents (in %)					Average (mean)
	1	2	3	4	5	
Y2.1 Quality of work	-	-	-	88.4	11.6	4.12
Y2.2 Quantity of work	-	-	-	67.4	32.6	4.33
Y2.3 Initiative	-	-	-	76.7	23.3	4.23
Y2.4 Obedience	-	-	-	14.0	86.0	4.86
<b>Employee Performance</b>						<b>4.39</b>

Source: Data dolah, 2025

Table 5 shows that the level of employee performance at the PPPA-PPKB Office of Jembrana Regency is considered very good with an average of 4.39. Of the four indicators measured, the obedience indicator received the highest response with an average of 4.86, which reflects that employees have a very high level of compliance with the tasks and responsibilities given. The work quality indicator has the lowest average value of 4.12, which still shows good work results. Overall, employee performance at the PPPA-PPKB Office of Jembrana Regency shows quality work results, adequate work quantity, good initiative, and high obedience in carrying out their duties and responsibilities.

#### 4.3. Data Analysis Results

After conducting a descriptive test, this study conducted a research instrument test in the form of a validity test and a reliability test. The results of this research instrument test indicate that all question items from the four variables studied are declared valid and have a good level of reliability. Thus, this research instrument can be categorized as a valid and reliable data collection tool.

The regression model will be more appropriate for use and will produce more accurate calculations if the following assumptions can be met. The classical assumption tests that must be met in simple linear regression analysis include normality tests, multicollinearity tests, and heteroscedasticity tests. These tests are summarized in Table 6:

**Table 6.** Summary of Classical Assumption Test Results

Normality Test Results	Variables	Test Results Multicollinearity		Heteroscedasticity Test Results
		Tolerance	VIF	Significance
0.200	X1	0.448	2,233	0.092
	X2	0.696	1,437	0.090
	Y1	0.352	2,837	0.984

Source: Processed data, 2025

As demonstrated in Table 6, it can be concluded that the Asymp. The result of this calculation, referred to as the "significance level" or "two-tailed value," is 0.200, which is greater than 0.05. This outcome indicates that the data follows a normal distribution and fulfills the normality requirements established within the regression model. The findings indicate that the tolerance value of the organizational culture, competence, and work discipline variables exceeds 0.10, while the VIF value is less than 10. This suggests that the regression model is not exhibiting any symptoms of multicollinearity. The heteroscedastic test indicates that the significance value of organizational culture, competence, and work discipline exceeds 0.05, thereby concluding that, according to the Glejser test's decision-



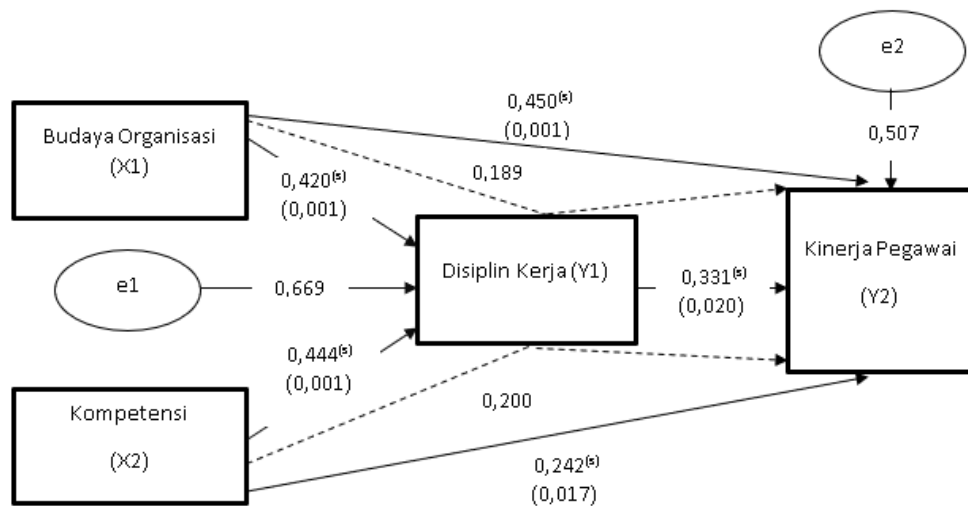
making process, there is an absence of heteroscedasticity in the regression model. All classical assumption tests in Table 6 are deemed feasible for testing, thereby enabling the subsequent execution of the path analysis model. The results of the substructure 1 and substructure 2 tests on the influence of organizational culture and competence through work discipline on performance at the PPPA-PPKB Service of Jembrana Regency are presented in Table 7.

**Table 7.** Results of Direct and Indirect Effect Tests

Connection Between Variables	Effect Direct	Effects of No Direct	Effect Total	Sig	Caption
Organizational culture(X1) → Work Discipline (Y1)	0.420	-	0.420	0.001	H1 accepted
Competence (X2) → Work Discipline(Y1)	0.444	-	0.444	0.001	H2 accepted
Organizational culture(X1) → KEmployee Performance(Y2)	0.450	-	0.450	0.001	H3 accepted
Competence (X2) → KEmployee Performance(Y2)	0.242	-	0.242	0.017	H4 accepted
Work Discipline(Y1) → KEmployee Performance(Y2)	0.331	-	0.331	0.020	H5 accepted
Organizational culture(X1) → Work Discipline(Y1) → KEmployee Performance(Y2)	-	0.189 (0.420*0.450)	-	-	H6 accepted
Competence (X2) → Work Discipline(Y1) → KEmployee Performance(Y2)	-	0.200 (0.444*0.450)	-	-	H7 accepted

Source: Processed data, 2025

Based on the results of the substructure 1 and substructure 2 tests, the final path model can be depicted as in Figure 2.



**Figure 2.** Path Analysis Model

#### 4.4. The Influence of Organizational Culture on Work Discipline at the PPPA-PPKB Service of Jembrana Regency

Organizational culture has been demonstrated to exert a positive influence on work discipline. The findings of the analysis are demonstrated by the direct effect value of organizational culture on work discipline of 0.420, with a t-test value of 3.480 and a significance level of  $0.001 \leq 0.05$ . The findings of the analysis suggest a direct correlation between the quality of the organizational culture and the efficacy of its impact on enhancing

work discipline within the PPPA-PPKB Office of Jembrana Regency. The findings of this study are consistent with those of prior research, including The Last Supper (2017), Ariputra & Suaryana (2018), Panjaitan et al., (2023). These studies indicate that organizational culture exerts a positive and significant influence on work discipline.

Organizational culture is an important element that encourages increased work discipline at the PPPA-PPKB Office of Jembrana Regency. Norms and behaviors applied in the organization ensure that employees follow the rules properly, while harmonious relationships between employees create a conducive work atmosphere. A supportive work environment increases focus and productivity, while effective leadership provides clear direction to employees. In addition, good communication facilitates coordination and timely implementation of tasks which are part of work discipline. Based on the analysis of organizational culture at the PPPA-PPKB Office of Jembrana Regency, it is considered very good. Employees feel supported by clear organizational norms, harmonious working relationships, and a conducive work environment. Competent management also provides effective direction and supervision, while good communication strengthens coordination between employees. By strengthening these aspects, work discipline at the PPPA-PPKB Office of Jembrana Regency can continue to increase, supporting the achievement of organizational goals optimally.

#### 4.5. The Influence of Competence on Work Discipline at the PPPA-PPKB Service, Jembrana Regency

Competence has a positive effect on work discipline. The results of the analysis are shown from the direct effect value of competence on work discipline of 0.444 with a t-test value of 3.676 and a significance level of  $0.001 \leq 0.05$ . The results of the analysis mean that the better the competence, the better the effect on improving work discipline at the PPPA-PPKB Office of Jembrana Regency. The results of this study are in line with Aulia et al., (2023) and Mukhtar et al., (2021) which states that competence has a positive and significant effect on work discipline. When employees have the appropriate competence to carry out their work duties, they tend to be more disciplined in carrying out their responsibilities at work. Appropriate competence helps employees to work effectively, understand rules and procedures, and comply with applicable norms, thus supporting increased work discipline.

Creativity, employee capability development, ability to carry out tasks, and working optimally are competency indicators that contribute to improving work discipline at the PPPA-PPKB Office of Jembrana Regency. Creativity allows employees to complete tasks with innovative and efficient solutions, so that work can be completed on time in accordance with the rules. Employee capability development strengthens their skills and knowledge, which helps them carry out their responsibilities consistently. The ability to carry out tasks ensures that employees can complete work according to established standards. In addition, working optimally reflects a high level of responsibility, so that employees can maintain accuracy and consistency in their work. Based on the analysis of employee competency at the PPPA-PPKB Office of Jembrana Regency, it is considered very good. Employees demonstrate the ability to think creatively, continue to improve their skills, carry out tasks well, and work optimally. By strengthening these competency aspects, the level of work discipline at the PPPA-PPKB Office of Jembrana Regency is expected to continue to increase, supporting the success of the organization in achieving its stated goals.

#### 4.6. The Influence of Work Discipline on Employee Performance at the PPPA-PPKB Service of Jembrana Regency

Work discipline has a positive effect on employee performance. The results of the analysis are shown from the direct effect value of work discipline on employee performance of 0.450 with a t-test value of 3.710 and a significance level of  $0.017 \leq 0.001$ . The results of the analysis mean that the better the work discipline, the better the effect on improving employee performance at the PPPA-PPKB Service of Jembrana Regency. The results of this study are

in line with those carried out (Harahap & Tirtayasa, 2020; Nelizulfa, 2018; Putra & Subudi, 2018) which states that work discipline contributes greatly to employee performance by creating an orderly, productive, and supportive work environment. Disciplined and highly motivated employees tend to make greater contributions to performance.

Work discipline is an important aspect that contributes greatly to improving employee performance. Work discipline includes consistent attendance, compliance with organizational rules, discipline in carrying out tasks and responsibilities, and accuracy in completing tasks. Good attendance shows employee commitment to their work, while compliance with organizational rules reflects employee sense of responsibility in implementing applicable regulations. Discipline in carrying out tasks and responsibilities helps ensure that work is completed in accordance with organizational standards and expectations. Accuracy in completing tasks shows employee efficiency and effectiveness in working, which ultimately increases productivity. Based on the results of the analysis, it was found that the level of employee work discipline at the PPPA-PPKB Office of Jembrana Regency was very good. Employees were present regularly, complied with the rules, were responsible for the tasks given, and were able to complete work on time. By maintaining and improving the level of employee work discipline, it can make a greater contribution to achieving organizational performance.

#### 4.7. The Influence of Organizational Culture on Employee Performance at the PPPA-PPKB Service, Jembrana Regency.

Organizational culture has a positive effect on employee performance. The results of the analysis are shown from the direct effect value of organizational culture on employee performance of 0.242 with a t-test value of 2.485 and a significance level of  $0.017 \leq 0.05$ . The results of the analysis mean that the better the organizational culture, the better the effect on improving employee performance at the PPPA-PPKB Office of Jembrana Regency. The results of this study are in line with Barlian et al., (2022), Soesmono (2020) which states that organizational culture has a positive and significant influence on employee performance.

Organizational culture is a very influential factor in shaping employee behavior and performance at the PPPA-PPKB Office of Jembrana Regency. Clear norms and behaviors in the organization provide firm guidance for employees in carrying out their duties so that they can work in a more organized and efficient manner. Harmonious and mutually supportive relationships between employees strengthen cooperation in the workplace. A conducive work environment also helps create a comfortable and productive atmosphere so that employees can be more focused on achieving the targets set. Effective management in organizational culture provides clear direction and supports fast and accurate decision making. In addition, good communication between team members ensures that each employee has the same understanding of the goals and expectations of the organization. Based on the results of the analysis of organizational culture at the PPPA-PPKB Office of Jembrana Regency, it is quite good as seen from the norms and behaviors applied, positive relationships between employees, and a work environment that supports productivity. With a strong organizational culture, employees can more easily achieve individual and organizational goals while improving the quality of their performance.

#### 4.8. The Influence of Competence on Employee Performance at the PPPA-PPKB Service, Jembrana Regency.

Competence has a positive effect on organizational commitment. The results of the analysis are shown from the direct effect value of job satisfaction on employee performance of 0.331 with a t-test value of 2.417 and a significance level of  $0.020 \leq 0.05$ . The results of the analysis mean that the higher the level of competence, the greater the effect on improving employee performance at the PPPA-PPKB Office of Jembrana Regency. The results of this study are in line with Praharsyendra (2020) and Beautiful & Riana (2020) which states that high competence has a positive impact on employee performance.

Competence is an important factor in improving the quality of employee performance at the PPPA-PPKB Office of Jembrana Regency. Employees with good competence, both in terms of knowledge, skills, and attitudes, are better able to complete their tasks and responsibilities well. This has a direct impact on work effectiveness and efficiency. Competence that includes creativity, the ability to develop oneself, and the ability to carry out the tasks and responsibilities given can increase employee self-confidence, so that they are more motivated to work optimally. The results of the analysis show that employees of the PPPA-PPKB Office of Jembrana Regency already have a good level of competence. This is reflected in their ability to carry out their duties well, as well as contribute to the achievement of organizational goals. By improving employee competence continuously, performance at the PPPA-PPKB Office of Jembrana Regency can be further improved, supporting the achievement of the organization's vision and mission.

#### 4.9. The Influence of Organizational Culture on Employee Performance through Work Discipline at the PPPA-PPKB Service of Jembrana Regency

Organizational culture has been demonstrated to exert a positive influence on employee performance, with work discipline being a critical mediating factor. The results of the analysis are shown from the indirect effect value of organizational culture on employee performance through work discipline of 0.189. The Sobel test calculation yielded a Z value of 2.05 and a p-value of 0.0402, which is less than 0.05. This indicates that the competency variable can serve as an intervening variable in the influence of organizational culture on employee performance at the PPPA-PPKB Office of Jembrana Regency. The findings suggest a positive correlation between employee competence and work discipline, which in turn impacts employee performance. The findings of this study are consistent with those of Purba et al., (2022) and Esthi & Savhira (2019), who determined that organizational culture exerts an influence on performance that is both direct and indirect, with the indirect influence occurring through internal mechanisms such as employee discipline. This suggests that a robust organizational culture, manifested in the implementation of norms and behaviors, relationships among employees, a conducive work environment, effective management, and open communication, fosters heightened discipline. The maintenance of work discipline has been demonstrated to facilitate the achievement of higher employee performance. A well-maintained and well-developed work discipline has been shown to encourage employees to be more focused, punctual, and responsible for their tasks. Consequently, employees who exhibit high levels of discipline are likely to attain more optimal work results. The correlation between the values and practices of organizational culture at the PPPA-PPKB Office of Jembrana Regency and the ingrained work discipline among employees is positive and significant. This relationship indicates that the more ingrained the work discipline is among employees, the more likely it is that productivity and quality of work results will increase.

#### 4.10. The Influence of Competence on Employee Performance through Work Discipline at the PPPA-PPKB Service, Jembrana Regency

Competence has a positive effect on employee performance through work discipline. The results of the analysis are shown from the indirect effect value of competence on employee performance through work discipline of 0.200. Based on the results of the Sobel Test calculation with a Z value = 2.05 and a p-value of 0.0402 < 0.05, the competence variable is able to act as an intervening variable in the influence of organizational culture on employee performance at the PPPA-PPKB Office of Jembrana Regency. These results indicate that the higher the employee's competence, the better their work discipline, which in turn improves employee performance. The results of this study are in line with Aulia et al., (2023) and Mukhtar et al., (2021) which states that competence has a significant influence on employee performance through increasing work discipline. In his research Aulia et al., (2023) and Mukhtar et al., (2021) emphasizes the importance of competence in forming a disciplined attitude that ultimately affects individual performance in the organization. High competence allows employees to work in a more structured and timely manner, and meet

established standards, which contributes to achieving organizational goals more effectively and efficiently. Work discipline functions as a mediator that strengthens the relationship between employee competence and performance.

Good work discipline will in turn have a direct impact on improving employee performance. When employees have a high level of competence, they are better able to carry out their duties and responsibilities well so that they can complete their work more efficiently and on time. Employees with good competence tend to have high motivation and discipline which has a direct impact on their performance. Good competence also plays an important role in improving the quality of work discipline because employees who have adequate knowledge and skills will find it easier to follow work procedures and understand their duties better. Therefore, to improve employee performance, it is important for the PPPA-PPKB Office of Jembrana Regency to continue to develop the competence of their employees while ensuring that there is strengthening of work discipline that supports the achievement of organizational goals.

## 5. Conclusion

The study's findings indicate that organizational culture exerts a positive and significant influence on work discipline at the PPPA-PPKB Office of Jembrana Regency. Consequently, a favorable organizational culture is predicted to exert a significant influence on the enhancement of work discipline at the PPPA-PPKB Office of Jembrana Regency. The findings of this study demonstrate that competence exerts a positive and significant effect on work discipline at the PPPA-PPKB Office of Jembrana Regency. Consequently, as the competence level increases, the impact on enhancing work discipline at the PPPA-PPKB Office of Jembrana Regency is also amplified. The present study seeks to contribute to the extant literature on organizational culture by examining its impact on employee performance at the PPPA-PPKB Office of Jembrana Regency. Consequently, the degree to which the organizational culture is conducive to employee performance at the PPPA-PPKB Office of Jembrana Regency is directly proportional. The findings of this study demonstrate that competence exerts a positive and significant effect on employee performance at the PPPA-PPKB Office of Jembrana Regency. Consequently, the correlation between employee competence and performance at the PPPA-PPKB Office of Jembrana Regency is positive and significant. The present study seeks to investigate the relationship between work discipline and employee performance at the PPPA-PPKB Office of Jembrana Regency. It has been demonstrated that an increase in employee work discipline is positively correlated with enhanced employee performance at the PPPA-PPKB Office of Jembrana Regency. The present study explores the influence of organizational culture on employee performance, with a particular focus on work discipline within the context of the PPPA-PPKB Office of Jembrana Regency. The present study hypothesizes that work discipline can act as an intervening or mediating variable in the influence of organizational culture on employee performance at the PPPA-PPKB Office of Jembrana Regency. The impact of competence on employee performance is evident in the context of work discipline at the PPPA-PPKB Office of Jembrana Regency. The present study hypothesizes that work discipline can act as an intervening or mediating variable in the influence of employee competence on employee performance at the level of the organization.

The present study explores the influence of organizational culture, competence, and work discipline on employee performance at the PPPA-PPKB Office of Jembrana Regency. It is anticipated that the leadership will prioritize organizational culture, competence, and employee discipline to enhance their performance. It is anticipated that the leadership of the PPPA-PPKB Office of Jembrana Regency will enhance organizational culture by facilitating socialization and comprehension of organizational culture among employees at the PPPA-PPKB Office of Jembrana Regency. It is anticipated that the administration of the PPPA-PPKB Office of Jembrana Regency will enhance the professional competencies of its personnel by offering training and educational programs. These initiatives are designed to

foster the professional development of employees and facilitate the progression of their careers. It is hypothesized that the leadership of the PPPA-PPKB Office of Jembrana Regency will enhance work discipline by providing supervision and evaluation to employees, thereby improving their performance and enabling the organization to achieve its objectives.

The findings of this study demonstrate that organizational culture and competence exert a substantial influence on work discipline. The findings of the study indicate that organizational culture and work discipline have a significant effect on employee performance. The work discipline variable has the capacity to function as an intervening or mediating variable in the relationship between organizational culture and competence on employee performance. The findings of this study are consistent with those of previous research, including the works of Dotulong (2019), Sidiarta (2018), Gardjito (2018), Rizal Nabawi (2019), Khoir (2017), Ende and Firdaus (2021), and Dewi et al. (2021).

A limitation of this study is the restricted number of research variables, namely organizational culture, competence, work discipline, and performance. In the subsequent stage of this research, it is imperative to develop a set of research variables. These variables should include factors such as the work environment, job satisfaction, leadership style, and work spirit.

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