



The Effect of Work Culture, Discipline, and Morale on Employee Performance

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ABSTRACT

Keywords:

Discipline, Employee
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This study aims to examine the effects of work culture, discipline, and work enthusiasm on employee performance, with a specific focus on Generation Z employees at the Office of Trade and Cooperatives for Small and Medium Enterprises in Wonogiri Regency. Using a quantitative approach, a sample of 155 respondents was selected from a population of 224 employees through convenience sampling based on the Slovin formula. Data were collected using both online and offline questionnaires and analyzed with SPSS version 27. The findings show that work culture does not have a significant impact on employee performance. In contrast, both work discipline and enthusiasm have a significant and positive effect on performance. When examined simultaneously, all three variables influence performance, although only discipline and enthusiasm are individually significant. These results underscore the importance of fostering employee discipline and morale to enhance overall performance.

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INTRODUCTION

Human resources represent a crucial component in any organization, as all operational activities rely on human involvement (Alfawaire & Atan, 2021; Vahdat, 2022). To realize their vision, mission, and objectives, organizations must possess high-quality human resources (Ngoc & Tien, 2023; Verma, Kumar, Mittal, Gupta, & Hsu, 2022). According to Kulla et al., (2018), the quality of human capital significantly influences an organization's progress and sustainability.

In line with the development of the world of work today, companies need to implement an attitude that prioritizes good performance from each individual. The performance of employees will greatly affect how the company's goals. To produce high performance, human resources must be

considered in order to work efficiently so that they can achieve organizational goals and make a positive contribution to the organization (Feel et al., 2018)

Jatilaksono and Indartono (2016) employee performance as the result of individual efforts in fulfilling their organizational duties. One key factor influencing performance is organizational culture. One of the things that affects how well employees do their jobs is the company's culture. An organization is established to accomplish its objectives by maximizing the performance of all of its resources, according to Wibowo in (Muis et al., 2018). The principles and ethos that underpin the company's management and coordination are known as work culture (Kaesang et al., 2021)

Apart from work culture factors, disciplinary factors also affect the formation of employee performance. In line with Sinungan's opinion in Andriani (2018) that discipline encourages the creation of performance or discipline is an important means of achieving performance. So, work discipline is very important to be applied by every individual employee in a company or organization.

According to interviews with Ms. Hesti Utari, who is in charge of the General and Personnel Subdivision, the current attendance rate indicates a high level of employee discipline. However, based on observations in the field, there are still problems related to employee discipline such as leaving while still working hours. With employees who are not disciplined, it will affect the performance produced by employees. So that to improve this discipline, the Wonogiri Regency Trade and Cooperative Office of Small and Medium Enterprises applies regulations or sanctions for employees ranging from mild to severe discipline.

Another factor that affects employee performance is morale. According to Soegoto in Randika et al., (2023) employee performance can be seen through a high morale assessment to find out how productive an employee is. A worker's morale indicates how they feel about their workplace in general. Attendance, discipline, and punctuality in completing tasks and assignments are additional indicators of employee morale. Workers at the Wonogiri Regency Office of Trade and Small and Medium Enterprises Cooperatives still lack enthusiasm for their work, as shown above and in field observations. There is evidence that a number of employees depart while on the clock, which means that productivity is not being optimized either. Therefore, this must be resolved in order to achieve the highest possible performance in the future.

The Wonogiri Regency Office of Trade, Cooperatives, Small and Medium Enterprises is an agency that works on trade, cooperatives, and Small and Medium Enterprises activities which has several fields, including the

Cooperative Division, the Trade Division, the Secretariat Division, and the Market Division.

The research gap identified in this study is the limited investigation that simultaneously examines the influence of work culture, discipline, and morale, especially among Generation Z employees in a regional public institution setting. Previous studies have not sufficiently addressed the interplay of these three variables in a single comprehensive model within government organizations.

The novelty of this study lies in its integrated approach: it analyzes the simultaneous effects of work culture, discipline, and morale on employee performance in a public-sector context involving Generation Z employees. This contributes new insights into human resource management practices for improving organizational performance in regional government agencies.

This research is expected to serve as a reference for public institutions in formulating strategies to enhance employee performance through behavioral and cultural factors, particularly in the context of generational workforce diversity.

RESEARCH METHOD

This study employed a descriptive quantitative approach to examine the relationship between the independent variables work culture (X1), discipline (X2), and work enthusiasm (X3) and the dependent variable, employee performance (Y). The research was conducted at the Office of Trade and Cooperatives for Small and Medium Enterprises in Wonogiri Regency. The total population consisted of 224 employees, from which a sample of 155 respondents was selected using a convenience sampling technique. The sample size was determined through the Slovin formula, which considers the desired level of precision in the research.

Data collection involved both primary and secondary sources. Primary data were obtained through the distribution of structured questionnaires designed using a Likert scale to measure respondents' perceptions. Secondary data were gathered from institutional documents, academic journals, and other relevant literature to support the conceptual and empirical framework of the study.

The research instruments underwent a series of tests to ensure their quality. Validity testing used Pearson's Product Moment correlation method at a significance level of 0.05. A questionnaire item was deemed valid if the calculated correlation coefficient (r -count) exceeded the critical value from the r -table. Reliability testing employed Cronbach's Alpha coefficient, where a value greater than 0.6 was considered to indicate acceptable internal consistency of

the items within each variable construct.

To assess the suitability of the regression model, classical assumption tests were conducted. The normality of residuals was examined using the Kolmogorov-Smirnov test. The presence of multicollinearity among independent variables was assessed through the tolerance and variance inflation factor (VIF) values, while heteroscedasticity was tested using the Glejser test to detect any unequal variance in the residuals across observations.

Data analysis was performed using SPSS version 27. The primary analytical techniques included multiple linear regression analysis to explore the simultaneous effects of work culture, discipline, and enthusiasm on employee performance. Partial hypothesis testing was conducted using the t-test to evaluate the individual influence of each independent variable, while the F-test was applied to assess the joint significance of all predictors. Additionally, the coefficient of determination (R^2) was calculated to determine the proportion of variance in employee performance explained by the independent variables.

RESULT AND DISCUSSION

Result

In order to collect data for this study, 155 respondents were given questionnaires via paper-based questionnaire and Google Form. According to the results, men made up the majority of respondents 88.39%, while women made up 11.61%.

Validity Test

According to Amanda et al., (2019) the validity test is an index that shows that the measuring instrument correctly measures what will be measured. The higher the validity of the instrument means that the measuring tool used to measure data is more accurate. In this study using Pearson's product moment. The test uses a two-sided test with a significance level of 0.05. The basis for decision making in the validity test is as follows:

1. If $r_{count} > r_{table}$ then the statement item is said to be valid.
2. If $r_{count} < r_{table}$ then the statement item is said to be invalid.

Table 1. Validity Test Result

Variable	Statement	R count	R table	Description
Work culture (X ₁)	X _{1.1}	0.545	0.1577	Valid
	X _{1.2}	0.555	0.1577	Valid
	X _{1.3}	0.482	0.1577	Valid
	X _{1.4}	0.489	0.1577	Valid
	X _{1.5}	0.691	0.1577	Valid
	X _{1.6}	0.725	0.1577	Valid
	X _{1.7}	0.621	0.1577	Valid
Discipline (X ₂)	X _{2.1}	0.587	0.1577	Valid
	X _{2.2}	0.689	0.1577	Valid
	X _{2.3}	0.684	0.1577	Valid
	X _{2.4}	0.682	0.1577	Valid
	X _{2.5}	0.677	0.1577	Valid
	X _{2.6}	0.544	0.1577	Valid
	X _{2.7}	0.559	0.1577	Valid
Work enthusiasm (X ₃)	X _{3.1}	0.615	0.1577	Valid
	X _{3.2}	0.436	0.1577	Valid
	X _{3.3}	0.674	0.1577	Valid
	X _{3.4}	0.631	0.1577	Valid
	X _{3.5}	0.712	0.1577	Valid
	X _{3.6}	0.683	0.1577	Valid
Employee performance (Y).	Y ₁	0.717	0.1577	Valid
	Y ₂	0.676	0.1577	Valid
	Y ₃	0.711	0.1577	Valid
	Y ₄	0.748	0.1577	Valid
	Y ₅	0.754	0.1577	Valid
	Y ₆	0.809	0.1577	Valid
	Y ₇	0.619	0.1577	Valid

Source: Processed by researchers (2025)

Reliability Test

Reliability test is a tool for measuring questionnaires which are indicators of variables. Reliability testing uses the Cronbach's alpha statistical test. Cronbach's alpha has a value > 0.6 (Ghozali, 2018)

Table 2. Reliability Test Result

Variabel	Cronbach Alpha	Nunally	Description
Work culture (X ₁)	0.687	0.6	Reliabel
Discipline (X ₂)	0.747	0.6	Reliabel
Work enthusiasm (X ₃)	0.701	0.6	Reliabel
Employee performance (Y)	0.837	0.6	Reliabel

Source: Processed by researchers (2025)

The table above shows that all of the study's variables have cronbach alpha values greater than 0.6, which means they are reliable. This study can proceed with the usage of all instruments because they passed the validity and reliability tests.

Normality Test

In a regression model, the normality test seeks to determine whether the residual or confounding variables follow a normal distribution (Ghozali, 2018). Failure to adhere to this test renders the statistical test invalid. To make sure everything was normal, this research used the Kolmogorov Smirnov test. In the absence of a significance level lower than 0.05, a normal distribution is assumed for the residual value.

**Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

Unstandardized Residual			
N			155
Normal Parameters ^{a,b}	Mean		0,0000000
	Std. Deviation		2,45783529
Most Extreme Differences	Absolute		0,046
	Positive		0,046
	Negative		-0,036
Test Statistic			0,046
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	99% Lower Confidence Interval	0,605
			0,592
		Upper Bound	0,617

Source: Processed by researchers (2025)

The regression model either follows a normally distributed distribution or satisfies the normality assumption, as shown in table 3, where the significance value is $0.2 > 0.05$.

Multicollinearity Test

The purpose of the multicollinearity test, according to Ghozali (2018), is to determine whether there is a correlation between the independent variables used in the regression model. Independent variables in a well-designed regression model should not have any effect on one another. To identify the presence of multicollinearity, you can examine the variance inflation factor (VIF) and the tolerance value. There is no multicollinearity if the tolerance value is greater than 0.1 and the VIF value is less than 10.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Work culture (X ₁)	0.665	1.503	Non multicollinearity
Discipline (X ₂)	0.785	1.275	Non multicollinearity
Work enthusiasm (X ₃)	0.712	1.405	Non multicollinearity

Source: Processed by researchers (2025)

According to the table's data, all of the independent variables have VIF values below 10 and tolerance values above 0.1. The outcome is that not all variables exhibit multicollinearity.

Heteroscedasticity Test

In order to determine if the residuals and variance are unequal across observations in the regression model, the heteroscedasticity test is used (Ghozali, 2018). To rule out heteroscedasticity, a significance level above 0.05 is required.

Table 5. Heteroscedasticity Test Results

Model	Coefficients ^a				Sig.
	Unstandardized Coefficients		Standardized Coefficients	t	
	B	Std. Error	Beta		
1 (Constant)	2,375	2,084		1,140	0,256
X ₁	-0,071	0,072	-0,098	-0,991	0,323
X ₂	-0,007	0,058	-0,011	-0,122	0,903
X ₃	0,074	0,071	0,100	1,037	0,301

a. Dependent Variable: ABS_RES

Source: Processed by researchers (2025)

All of the variables do not exhibit heteroscedasticity because, as indicated in the table above, their significance values are higher than 0.05. To ensure its viability for use in regression studies

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,717	3,298		0,521	0,603
X ₁	0,083	0,114	0,058	0,728	0,468
X ₂	0,609	0,092	0,480	6,588	0,000
X ₃	0,281	0,113	0,191	2,497	0,014

a. Dependent Variable: Y

Source: Processed by researchers (2025)

The following is the output of multiple linear regression using the data from the table showing the outcomes of the simple regression tests:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 1.717 + 0.083X_1 + 0.609X_2 + 0.281X_3 + e$$

The multiple linear regression equation is explained as follows:

1. If work culture increases, then employee performance will increase by 0.083.
2. If discipline increases, then employee performance will increase by 0.609.
3. If work enthusiasm increases, then employee performance will increase by 0.281.

Partial Test (T Test)

Ghozali (2018) states that the t-test can be utilized to partially test hypotheses by demonstrating the impact of each independent variable on the dependent variable in isolation.

At $\alpha = 0.05$ (5%), the test is carried out. Decisions in the t test are based on the following:

1. If the t-value is greater than the t-table and the significance value (sig) is less than 0.05, it indicates that variable X has a partial and significant effect on variable Y, leading to the rejection of H_0 .
2. If the t-value is less than the t-table and the significance value (sig) is greater than 0.05, it indicates that variable X does not significantly and partially affect variable Y, thus, H_0 is accepted.

Table 7. T Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,717	3,298		0,521	0,603
X ₁	0,083	0,114	0,058	0,728	0,468
X ₂	0,609	0,092	0,480	6,588	0,000
X ₃	0,281	0,113	0,191	2,497	0,014

a. Dependent Variable: Y

Source: Processed by researchers (2025)

1. Due to a significance value of $0.468 > 0.05$ and a t_{count} value of $0.728 < t_{\text{table}}$ 1.97569, the regression coefficient of the work culture variable has a partial impact on employee performance. Therefore, we accept H_0 and reject H_1 .
2. The t_{count} value of 6.588 is higher than the t_{table} value of 1.97569, and the significance value is 0.001, which is less than 0.05. These numbers indicate that the regression coefficient on the discipline variable partially affects employee performance. We can thus conclude that H_2 is correct and reject H_0 .
3. The t_{count} value is $2.497 > t_{\text{table}}$ 1.97569 and the significance value is $0.014 < 0.05$ suggests that the regression coefficient of the work enthusiasm variable partially influences employee performance. H_3 is accepted and H_0 is rejected based on the work enthusiasm variable.

Among the three factors, it is clear that morale and discipline have the greatest impact on worker productivity. Employee performance is unaffected by company culture.

Simultaneous Test (F Test)

According to Ghozali (2018), the F test is designed to look at how many independent variables affect the dependent variable simultaneously. We can reject H_0 if the significance value (sig) is less than 0.05 and the value of F_{count} is greater than F_{table} . This means that variables X_1 , X_2 , and X_3 have a simultaneous and significant impact on variable Y.

Table 8. F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	550,635	3	183,545	29,792	.000 ^b
Residual	930,307	151	6,161		
Total	1480,942	154			

a. Dependent Variable: Y

b. Predictors: (Constant), X₃, X₂, X₁

Source: Processed by researchers (2025)

A significant value of 0.001 <0.05 and an Fcount of 29.792 > Ftable of 2.66 support the acceptance of H₄ and the rejection of H₀, as shown in the table above. After comparing the dependent variable to the three independent variables work enthusiasm, discipline, and work culture it becomes clear that all three have an effect on performance metrics simultaneously.

Determinant Coefficient Test (R-Square)

In order to determine the impact of the independent variable on the dependent variable in percentage form, the coefficient of determination (R²) is used, according to Ghozali (2018).

Table 9. R-Square Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	0,372	0,359	2,48213

a. Predictors: (Constant), X₃, X₂, X₁

Source: Processed by researchers (2025)

The final result of the calculation for the coefficient of determination (R²) was an adjusted R-squared value of 0.359. The results show that the independent variables of work culture, discipline, and morale only account for 35.9% of the variation in employee performance. The remaining 64.1% is either explained by or affected by factors that are not included in this regression equation.

Discussion

Office culture at Wonogiri Regency's Office of Trade and Cooperatives of Small and Medium Enterprises does not impact worker productivity, according to this research. Consequently, productivity is unaffected by factors pertaining to corporate culture. Establishing a supportive work environment is essential for any organization that values its employees' contributions. Wonogiri Regency Trade and Cooperative Office of Small and Medium Enterprises

employees' chronic absences had no effect on performance or productivity, even though there were indications of subpar work. The performance of employees of the Bengkulu Province Marine and Fisheries Service Office was not partially impacted by work discipline variables, according to Wali Amin et al., (2022) previous studies in the field have found the same thing.

The discipline variable has a smaller impact on employee performance at the Office of Trade and Cooperatives, Small and Medium Enterprises in Wonogiri Regency compared to other variables. Therefore, it is evident that stricter discipline will lead to better performance from employees. If the company is more disciplined with its workers, it will have no trouble reaching its goals. Yunida & Harlie (2016) discovered that discipline at Klinik Insani had a positive and statistically significant impact on worker productivity, and this study's findings support their findings.

Since work enthusiasm is a major factor in employee performance, it follows that increasing this emotion will produce better outcomes. How effectively workers finish their jobs is directly related to their enthusiasm and dedication to the job. Consistent with the findings of Ridwan et al., (2023), this study found that when employees are enthusiastic about their work, they perform better. On the other hand, when they aren't, their performance suffers. In order to achieve better results from their employees, companies should work to maintain or increase morale.

CONCLUSION

The data and discussion provided allow us to draw the following conclusions: (1) Work culture does not significantly impact employee performance at the Wonogiri Regency Office of Trade and Small and Medium Enterprises Cooperatives. (2) In the Wonogiri Regency Office of Trade and Small and Medium Enterprises Cooperatives, there is a positive and statistically significant relationship between workplace discipline and employee performance. (3) Research conducted by the Wonogiri Regency Trade and Cooperative Office of Small and Medium Enterprises has shown that the level of enthusiasm among employees significantly affects their performance. Morale in the workplace influences workers' output, which impacts their efficiency and effectiveness on the job. When workers care about what they're doing, they give their all; the opposite is true when they don't. (4) Employee performance variables are positively and significantly affected by work culture, discipline, and enthusiasm at the Wonogiri Regency Trade and Cooperative Office of Small and Medium Enterprises.

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