

## **Organizational Culture and Work Team on Work Satisfaction: The Mediating Role of Work Discipline at Lumajang Regency**

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**Abstract:** *A Minor changes implemented by the company to achieve the goal make some changes in the implementation of work evaluation. One of the changes is to demand to achieve corporate goals faster and provide stability to the company. Much research has been carried out starting with examining the partial effect of work discipline on satisfaction, even examining the influence of organizational culture and work teams on work discipline on job satisfaction. However, some things do not show success and there is a research gap. Differences in research results have a major impact on leadership decisions. Examples of changes that occur are in the implementation of work activities up to the preparation of work achievements. This has a big impact on the company. Lumajang Government tries to apply the role of work discipline as a benchmark to change the influence of organizational culture and work teams on job satisfaction to become more dominant. This step is taken from existing theories. Even the role of work discipline carried out has made the Lumajang Regency Government want to be one step ahead of other Regencies that have already achieved their goals.*

**Keyword:** *Organizational Culture, Work Team, Work Satisfaction, Work Discipline*

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### **I. Introduction**

Implementation of activities in improving work and organizational goals is carried out with different achievements. Some organizations even use cultural influences that have been implemented in achieving company success. The implementation of culture itself to explain human behavior comparatively and involve people who are able to obtain the ability of each experience they have gained (Vlaicu, 2019: 2; Warrick, 2015: 16; Kim, 2016: 1106). Even in practice, work discipline plays a role in shaping organizational culture that is able to increase job satisfaction of members of the organization. Even in increasing job satisfaction, some organizations make work teams more efficient to shape changes in existing satisfaction levels (Pitasari, 2018; Robbins and Judge, 2015:270).

Lumajang Government is one of the agencies that focus on developing the role of work discipline in increasing employee job satisfaction. Starting from the replacement of the Regent and Deputy Regent who requested to focus on improving and shaping a strong organizational culture and work team so as to accelerate the progress of the Lumajang Regency Government. Changes in the role of improved discipline make several changes occur. This change aims to improve simultaneously in implementing changes that occur among Government Agencies so that it can be an example for other districts.

### **II. Literature Review**

The role of work discipline that applied in the company makes some researchers conduct studies on it. It starts from the smallest scale research that covers one company to a large scale that includes several companies. The role of discipline conducted by research is still minimal and prioritizes the discipline of work as an exogenous or endogenous variable, not as a mediator or mediating variable so there are many dubious conclusions from the results of research that have been conducted. Research conducted by Panuluh (2014) and Reskiputri (2015) makes the basis of research that examines the role of discipline in companies. The results of their research also raise doubts from the heading towards the results of the study which show the results of the influence of new variables in the study. So there is a need for new research on the role of work discipline.

The role of work discipline as a mediating variable is so important. This is shown by several theories proposed by Ambler and Lines (2019: 4) which explain that work discipline is needed in every field that aims to make progress in the organization itself. Other research results state that the role of work discipline does not affect employee job satisfaction (Lumentut and Dotulong, 2015; Sudarsih and Supriyadi, 2019; Nurherdiansyah, 2019). The results of this study break the guidelines of the research that has been done and explain the theory that the role of work discipline is very influential on the organization (Putra et al, 2018; Paramina and Sari,

2017; Karsini et al, 2016; Yuliandi and Tahir, 2019; Divine et al, 2017; Hadiwijaya et al, 2016; Aziz, 2016). Even using the same method Path Analysis still provides different research results.

Likewise the role of work discipline in the phenomenon that reinforces the theory is very large and even Government Intention. The level of employee discipline brings the work atmosphere into a work culture. A positive work culture can increase employee job satisfaction, so indirectly the application of work discipline has an indirect and direct impact on the phenomenon.

Even organizational culture that is formed from the existence of high employee work discipline makes a higher level of achievement for each section in government agencies. Structured organizational culture has become the duty of every agency to grow the organization to a better level in moving away from the graph of organizational decline, so that the role of organizational culture is more aimed at increasing job satisfaction expected by the leadership. This is also supported by previous studies that have examined the culture of the organization. The result is that organizational culture is needed by every organization to achieve its goals (Putra et al, 2018; Sharma, 2017; Komer et al, 2015; Fransiska, 2017; Saputra and Adnyani, 2017; Wahyuni et al, 2016; Nariswari and Rahardjo, 2016; Azizah et al, 2016 2018).

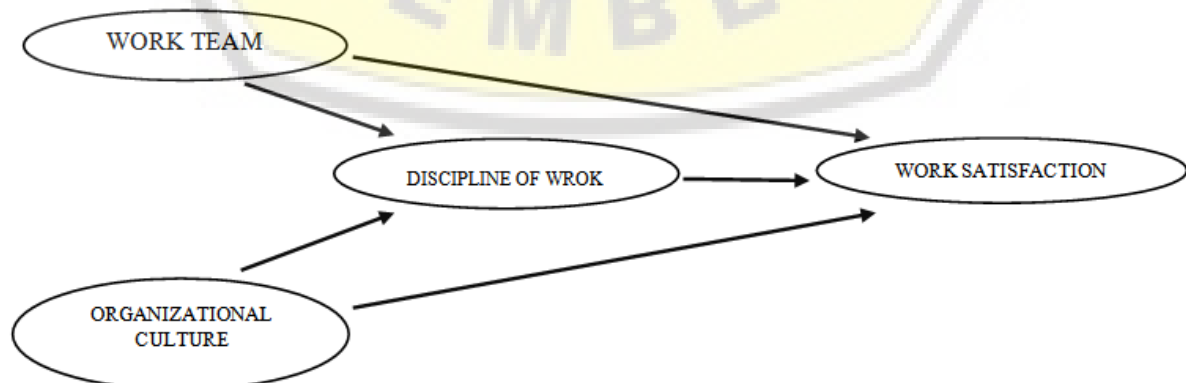
Besides work discipline that carried out, the implementation of the division of labor in accordance with the workload and the ability of employees is more directed. The phenomenon shows that a good team division by the leadership makes the organization very organized and easier to discipline employees to achieve employee job satisfaction itself. Even in the theory of Opdenakker and Cuypers (2019: 8), the company of the future is a globally operating company working in a project organization where highly qualified people work on global project teams to deliver the most innovative and technological results. These represent future knowledge workers who work not individually but collectively in teams. So that in its implementation the team formed is based to make organizational goals more quickly achieved. Previous research explains the implementation of work teams by organizations that have a positive impact on employee job satisfaction (Sihombing, 2018; Kusumastuty, 2018; Wafa, 2019; Devina, 2018; Hatta et al, 2017; Hidayat et al, 2019; Masyithah, 2019). Even phenomena show the same thing.

However, the role of work discipline with work team as mediating is still not carried out research, even the role of work discipline in mediating organizational culture is also not yet implemented. Previous research only involves the role of work discipline that partially influences other variables so that there is still no research to strengthen the theory of work discipline which states the role of work discipline as a mediator or mediating variable (Amblar and Lines, 2019: 4).

### **Conceptual Model**

Changes that occur in a government agency that inclines themselves to the role of work discipline that serves to change the influence of organizational culture and work teams on employee job satisfaction makes it a phenomenon that occurs and needs to be carried out research. That is necessary because in government there are still many other factors that influence, so with some leader attitudes that make one factor into a role to change other factors to achieve the objectives of the company or government.

This study provides several conceptual models about the need for the role of work discipline within the company. One of them is the role of work discipline as the mediator of the influence of organizational culture and work teams on job satisfaction. In accordance with the existing phenomena, the Lumajang district government prioritizes work discipline to become the basis of work for every employee in carrying out his work obligations.



**Figure 1.** Conceptual Model

## Hypothesis

### a. Organizational Culture on Work discipline

In the phenomena that occur at the researcher's place there are many research requirements that must be carried out. Changes in the implementation of regulations on Organizational Culture in the Government's Intention to work discipline cause an influence on Organizational Culture that has an impact on Work Discipline. According to Loughlin and Miura (2015: 18) states culture is a tradition that is learned, socially acquired from people in an organization that causes one's speaking ability. This ability causes differences in the level of employee work discipline. Research has been conducted by analyzing Organizational Culture with work discipline. One of them is by Rifa'I (2018) and Lestari (2018) where in this study found that organizational culture does affect work discipline. Other research that has been done shows that there is indeed an influence of organizational culture on work discipline so that in this study the researcher makes the following hypothesis:

H1 : Organizational Culture has a positive influence on work discipline in the Lumajang Regency Secretariat

### b. Work Team on Work discipline

The Work Team compiled by the company is useful to make it easier to achieve company goals so that in the implementation of its work the work team is very influential on the company. This is indicated by the phenomenon that occurs in the work in the organization there are several work teams formed in carrying out organizational activities. Some of the work teams that are carried out cause there is an influence on the implementation of the work discipline carried out. According to Andrew Carnegie in Kaswan (2014: 231) states the work team is the ability to work together to achieve a shared vision. The ability to direct individual achievement is needed for the organization so that there is a change that occurs when the creation of a work team is carried out on employee work discipline. The results in previous studies that have been carried out by Dila and Rochmah (2015) and Pratiwi (2020) show that the work team has a significant effect on work discipline so that in this study the researcher makes a hypothesis in the following research:

H2 : Work Team has a positive impact on work discipline in the Lumajang Regency Secretariat

### c. Organizational Culture on Work Satisfaction

The phenomenon that occurs in strengthening that there is indeed an influence between Organizational Culture on the level of job satisfaction. The more intense implementation of Organizational Culture in conditions of differences in leadership causes fundamental changes to employee job satisfaction. According to Larentis et al (2019: 12) states Organizational Culture is two organizations involved in a relationship, which jointly develop offerings and handle market needs together, seek the value of shared creation and mutual benefit. Even previous research that has been done by Putra et al (2018); Wahyuni et al (2016); and Azizah et al (2018) conclude that there is indeed an influence of Organizational Culture on job satisfaction on research results. This difference makes researchers make the following hypothesis:

H3 : Organizational Culture has a positive impact on Work Satisfaction in the Lumajang Regency Secretariat.

### d. Work Team on Work Satisfaction

Implementation of work teams in an organizational environment is very influential on the speed or speed of organizational goals. This is evident from the phenomena that occur that directly have a work team affect the organization itself. According to Shaju and Subhashini (2017: 117) states job satisfaction is complemented by the attitude of content, which is owned by employees in their current position in an organization. However, the number of work teams we cannot influence on job satisfaction. This is indicated by the results of previous studies conducted by Wafa (2019); Hatta et al (2017); Hidayat et al (2019); and Masyithah (2019) have different research results from previous research results, causing research gaps in the influence of work teams on job satisfaction so researchers make the following hypothesis:

H4 : Work Team has a positive impact on work in the Lumajang Regency Secretariat.

### e. Work discipline on Work Satisfaction

Work discipline is one of the factors that causing changes in the organization. This is indicated by the phenomenon that researchers have experienced in Government. Some improvements in work discipline indirectly affect the implementation of activities in the organization. Even the level of satisfaction shown there is a difference so that changes in work discipline that occur affect the job satisfaction. According to Edy Sutrisno (2016: 221) states that discipline is an attitude of willingness and willingness to obey and obey the norms of regulations that apply around it. According to Putra et al (2018); Paramina and Sari (2017); Karsini et al (2016); Divine et al (2017); Hadiwijaya et al (2016) and Aziz (2016) state that work discipline has a direct effect on job satisfaction. This indicates that the higher the work discipline, the higher the job satisfaction of employees. However this is not in accordance with the results of research by Lumentut and Dotulong (2015); Sudarsih and Supriyadi (2019) and Nurherdiansyah (2019) stated that work discipline almost did not affect

employee job satisfaction with the results of the study indicating that there was no significant effect of work discipline on job satisfaction. According to this situation the researcher makes the following hypothesis:

H5 : Work discipline has a positive impact on work satisfaction in the Lumajang Regency Secretariat

### III. Conclusion

The need for research on the role of work discipline as a mediating variable or mediator is increasing. Many companies chase each other to achieve goals by disciplining employees from habits (culture) that are outside of work into habits of organizing. The increasing role of work discipline causes changes in the employee's job evaluation system. So that it is no longer a debate in assessing the role of work discipline that has been implemented. Changes that have a big impact on positive leads are highly desirable. However, many companies are afraid to start making changes because their lack of references makes one fear. The role of work discipline that is able to change the employee makes one of the sources of company success is still minimal. Theories have said that the role of work discipline is very large but the latest research conducted still concludes differently. This is because many factors start from changes in employee attitudes, employee capabilities, and other things that underlie Human Resources in the organization.

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