

# Impact of Organizational Culture and Discipline on Employee Performance: A Study of Cooperative Members

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## Abstract:

The smooth running of cooperative activities amid massive changes is inseparable from aspects of organizational culture, enforcement of discipline and employee performance that is in line with shared expectations and goals. Organizational culture as a philosophy that is embraced together can be used as a direction to excel and advance together, the high discipline of the members is believed to be able to make the best contribution to the development of the cooperative through its maximum performance in an effort to create mutual benefits. This study aims to find out and re-analyze the relationship between organizational culture and discipline in predicting and influencing employee performance in cooperatives. The sample of this study was 34 respondents selected using the total sampling technique. Research findings, organizational culture and discipline have a positive effect on employee performance both individually and simultaneously. The contribution of the influence of organizational culture on employee performance is more dominant than the influence of discipline. It is important for cooperative management to evaluate employee performance regularly and scheduled so that improvements can be made gradually and continuously, strengthening understanding of organizational culture and disciplinary action as part of the evaluation. Organizational culture is more dominant than discipline in influencing employee performance, the causal factors in detail are not explained, and this can be a consideration for subsequent research. Digital aspects relevant to cooperative activities and management systems can also be considered to conduct investigations on employee performance in the era of technological disruption, in Industry 4.0.

**Keywords:** Organizational Culture, Discipline, Employee Performance

## 1. Introduction

The development of the times accompanied by technological advances is one of the signs of the industrial revolution 4.0 (IR4.0) in this era of globalization (Firmansyah, Rifa'i, et al., 2022). All aspects of life today, follow a very powerful magnetic arena, namely revolution 4.0 which emphasizes all components of life, especially humans, can use their ability to adapt to the changes attached by all kinds of technological lines. A technological advancement is of course also closely related to a business process, meaning that all business processes will use technology in accommodating all its business activities (Irmawati, 2011; Pradipta et al., 2015). On the other hand, the smooth running of a business activity of an organization or company in the midst of massive changes is inseparable from aspects of organizational

culture, the key roles of employees with variations in their skills, discipline, and employee performance that meet organizational expectations and goals from time to time (Firmansyah et al., 2021). Change will undoubtedly continue to occur, but culture is essential in the organization because it is related to behavior, value systems, rules, and even philosophies as the basis for standard operating procedures (SOPs) in managing and developing employees and even applying discipline to every job to trigger the achievement of better employee performance. However, without prejudice to organizational culture and employee discipline towards better employee performance, to support this goal, of course, management innovation and adaptation of actors' behavior in any organization are also important so that the organization is still able to maintain its life with better competitiveness and continue to develop in line with the demands of change.

Organizations that develop, both in the scope of profit-oriented and non-profit organizations are mainly due to the strong organizational culture, high discipline of employees and the existence of a well-established togetherness (Firmansyah, Andriani, et al., 2021), in one dream, mission and one goal to advance the organization as evidenced by its best performance during its time and affiliation with the organization. Therefore, employees are equally obliged to carry out functions and roles according to their responsibilities and authorities as long as they are affiliated and become the foundation of the organization with all the resources it has (Firmansyah, Saepuloh, et al., 2021). This statement is in harmony with the old tradition that accompanied the journey and development of cooperatives formed into associations of people on the basis of equality of degrees of human nature, regardless of direction, religion, politics, voluntarily entering into membership in it (Paranesa et al., 2019). Sustainable adaptive and innovative cooperation that synergizes well between the parties involved from multirole actors is the key to success towards long-term orientation goals (Firmansyah et al., 2022; Wahdiniwaty et al., 2022). The togetherness of members is the foundation for the development and progress of cooperatives whose activities are based on cooperative principles; togetherness, and for members, as well as a people's economic movement based on family principles. However, cooperatives still have an organizational culture as a philosophy that is embraced together can be used as a direction to excel and advance together, and requires human resources that have high discipline from members believed to be able to make the best contribution to the development of the cooperative through its maximum performance in an effort to create mutual benefits so that the competitiveness of the cooperative is no longer weak.

However, it is not an exaggeration if it is recognized that the development of cooperatives along with the disruptive technology in industry 4.0, not a few have experienced obstacles and even ups and downs, this is not only caused by internal aspects but also from external aspects. Cooperatives are now difficult to encourage to become large-scale businesses (Supriyanto, 2013), the quality of human resources, the implementation of cooperative principles, administrative and business systems are still weak internal constraints, while external constraints that Indonesian cooperatives are still relatively low in taking advantage of economic opportunities. Lack of coordination and communication, limited understanding and competence, receivables and minimal supervision of management, ineffective document management also color various kinds of cooperative constraints, for example confirming the PrimaDoc daily (Paramitha, 2021). Data processing carried out by several cooperatives currently still uses conventional systems, still uses bookkeeping media or uses Microsoft Excel, resulting in frequent recording errors and inaccurate reports, inefficient time and

suboptimal resources are some of the factors that become cooperative constraints (Sarosa et al., 2021). The lack of discipline, awareness of members and the surrounding community, has an impact on the benefits and profits of cooperatives continue to decline which leads cooperatives to less profitable performance (Dewi & Abundanti, 2022; Paranesa et al., 2019). The decline in employee performance is also inseparable from a bad organizational culture so that employees do not have the desire to commit to their work and to their organization (Anggara et al., 2022). Therefore, organizational culture can be a trigger factor for achieving the best performance of employees.

The gaps raised from several studies above, show that there are still gaps in problems that occur as the basis for which this research is directed, that the progress of cooperatives can be seen from the performance of displaced persons and cooperative members which are influenced by aspects of organizational culture and human resource factors, especially discipline in fulfilling obligations that have become their common authority and responsibility. This research was conducted at the Karmambang Cooperative of SMPN 15 Sukabumi, a savings and loans cooperative with 34 active members. Attention during the research was focused on aspects of organizational culture and disciplinary factors and their impact on employee performance. As for the empirical gap obtained from the results of preliminary surveys in the field, despite the various economic phenomena that plague this country that the stagnation of members' smooth fulfillment of obligations and normalizing the deposits that are their obligations indicates the lack of a value system that strengthens the common culture to meet common interests and the low discipline of members in moving and advancing cooperatives according to the plan they have agreed upon together, As a result, employee performance is not optimal so that cooperatives become weak, have difficulty moving to develop as their functions. Therefore, this study aims to test and re-analyze the relationship between organizational culture and discipline in predicting and influencing the performance of employees who at the same time act as administrators and members of cooperatives.

## **2. Literature Review**

### *2.1 Employee Performace*

Performance is the quality, quantification of inputs, outputs, or activity levels of an event or process (Radnor & Barnes, 2007; Firmansyah, 2022a). Performance relates to something displayed by a person or a process related to a predetermined work task, performance is not the last end of a series of work processes but the overall display starts from the elements of input activities, processes, *outputs* and even outcomes. Effective quality improvement has become a potentially valuable way to secure competitive advantage and improve organizational performance. On the other hand, employee performance contributes greatly to the overall performance of the organization (Firmansyah, Saepuloh, et al., 2021).

Employee performance is an outcome achieved by the employee in his work according to certain criteria that apply to a particular job. stated that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In accordance with the concept of theory, employee performance indicators can be seen from (1) work quality, and (2) work quantity. Many factors affect employee performance including organizational culture and discipline, as stated in several previous studies. For example, Shahzad et al., (2012), that organizational culture has a profound impact on improving employee performance. Rustanto (2018); Sopiiah (2018);

Meutia & Husada (2019); dan Anggara et al., (2022), employee performance is influenced by aspects of organizational culture. While Sudika et al., (2018); Hasibuan & Silvyta (2019), mentioned that a person's performance is influenced by discipline, monetization and work experience. Dewi et al., (2022), also found that organizational culture and discipline affect employee performance in the cooperative sphere.

## *2.2 Organizational Culture*

Many definitions are available to describe culture. According to Warrick (2015:4), that culture can formally be defined as the main beliefs, values, attitudes, behaviors, and practices that are characteristic of a group of people. The term group can refer to an entire organization or group of people of various sizes such as a country, sports team, symphony, or family. The bottom line is that a group of people, regardless of the size of the group, tends to form a specific culture. Organizational practitioners and researchers usually use the term organizational culture in a broad sense to refer to the culture of the entire organization or the unit of people working together in the organization. The attitudes and values that have crystallized in the organization will guide employees to think, behave, and behave in accordance with the attitudes and values they believe in. The main factor in the success of an organization is its culture (Warrick, 2017).

Organizational culture has been characterized by many researchers as something related to people and unique organizational qualities and styles. Trying to develop an organizational culture requires more than just talking about culture and an emphasis on its interests, because organizational culture has a major role in shaping employee behavior (Warrick, 2017). As a value system, organizational culture is the values and attitudes that employees have believed in so that they have become the basis of employee behavior and attitudes when working (Meutia & Husada, 2019). Cultures can differ significantly within and between organizations. They can bring out the best in people and create an excellent environment for people to work in or they can bring out the worst of people and create a dysfunctional environment full of stress and tension. According to Warrick et al., (2016) in practice, organizational culture describes the environment in which people work and its influence on the way they think, act, and experience work. Afandi (2018:97), also mentioned that organizational culture is a system of assumptions, beliefs, philosophies, organizational habits that exist in the company. Organizational culture can be driven by the values that the leader has, and the values embraced by the followers. Value is an abstract belief in what is good (or bad). When people share these beliefs, they agree on what is acceptable in terms of their organizational attitudes, behaviors, and decisions. People are motivated to behave in a way that is consistent with their values, since it signals their social acceptance, and that increases their self-esteem (Gardner et al., 2018; Warrick & Gardner, 2021). Organizational culture is essential for an organization or company, because it will always be related to the life that exists in the organization that must be followed by obedience and discipline. Indicators of organizational culture consist of the implementation of norms, the implementation of values, beliefs and philosophies, the implementation of codes of ethics, and organizational history (Afandi, 2018:97). Organizational culture as an order of values and systems that are able to guide every employee's behavior in improving their best performance. According to Shahzad et al., (2012), that organizational culture has a profound impact on various organizational processes, employees and their performance. The implication is that managers and leaders are advised to develop a strong culture within the organization to improve the performance of employees and the organization as a whole. The results of research by Meutia & Husada (2019), stated

that employee performance is influenced by aspects of organizational culture, this is because shared cultural values can be a binder for the organization with employees, so that these strong ties can cause employee motivation to improve employee performance in completing work optimally.

$H_1$  : Organizational culture affects employee performance

### 2.3 Discipline

Discipline is an important aspect that accompanies the development of employees while demonstrating compliance and compliance with standard operating procedures implemented by the organization. Discipline leads employees on a work path that complies with organizational rules (Cole, 2008), this is an important aspect of procedural fairness in disciplinary action. Discipline reflects the attitude of conscious individual obedience to the rules that apply in an organization, also triggering a person to be willing to do work according to the rules (Juliati, 2021). Evidence of a person's discipline can be seen from daily behavior in the organization, not rigidly carrying out regulations but there is a desire to be able to adjust to these regulations, work according to standards, work with targets, work purposefully, work regularly and work to achieve the goals of the company.

Discipline is the willingness and willingness of a person who consciously obeys all applicable company regulations and social norms (Simorangkir et al., 2021). According to Hasibuan (2017:193), states that discipline is a person's awareness and willingness to obey all applicable organizational rules and social norms. Discipline is a rule applied by management to lead, direct and guide organizational personnel in an effort to achieve the desires that the organization aspires to today and the future (Liou & Liang, 2021). Tightening discipline must be enforced in the organization of the company, because without the support of good employee discipline, it is difficult for the company to realize its goals. Therefore, the existence of good discipline is the key to the company's success in achieving its goals (Shengnan & Hallinger, 2021). Disciplinary enforcement can be done through the example of leadership, retaliation for justice, sanski law, and firmness (Hasibuan, 2017). Indicators of discipline can also be seen from preventive work discipline and corrective work discipline (Sinambela, 2019:336-337). Good discipline reflects the magnitude of a person's sense of responsibility to the tasks assigned, evidenced by their ability to achieve their best performance on each of their work. Discipline means carrying out their responsibilities in accordance with office regulations, employees will become more productive and able to work effectively and efficiently so that it is very possible that their best performance can be achieved (Simorangkir et al., 2021). While Iheanacho et al., (2017), his research considers factors that influence discipline, namely persuasiveness, issuance of demand letters, warning letters, withholding of gifts, and punishments. His findings show that discipline with all its factors has a strong correlation and positively affects the performance of employees and overall improves the organization.

$H_2$  : Discipline affects employee performance

### 2.4 The Impact of Organization Culture and Discipline on Employee Performance

There are factors that affect employee performance including organizational culture and discipline, as stated in several previous studies. Starting in the late 1980s until now, the study

of organizational culture began to provide convincing evidence that culture can have a significant influence on performance, morale, job satisfaction, employee engagement and loyalty, employee attitudes and motivation, turnaround, commitment to the organization, and efforts to attract and retain talented employees (e.g., Weiner, 1988; Denison, 1990; Marcoulides & Heck, 1993; Rollins & Roberts, 1998; Fisher, 2000; Shahzad et al., 2012; Warrick, 2017). Meanwhile Cole (2008), mentions that discipline emphasizes employee disciplinary actions to encourage employees to stay at their best every time they carry out and complete the work they are responsible for. Sudika et al., (2018); Hasibuan & Silvya (2019), mentioned that a person's performance is influenced by discipline, motivation and work experience. The results of the research of Dewi et al., (2022), prove that organizational culture and discipline have a significant positive effect on the performance of cooperative employees, where discipline has a dominant influence on the increase or decrease in the performance of employees or cooperative members. Organizational culture gives birth to beliefs that motivate people to behave and behave in a disciplined manner consistently in line with the philosophies and values that the organization upholds, it signifies an act of social acceptance, awareness and obedience to improve the self-esteem of employees through their best performance demonstrated success (Gardner et al., 2018), ultimately this will drive the progress and growth of the organization as a whole.

$H_3$  : Organizational culture and discipline affect employee performance

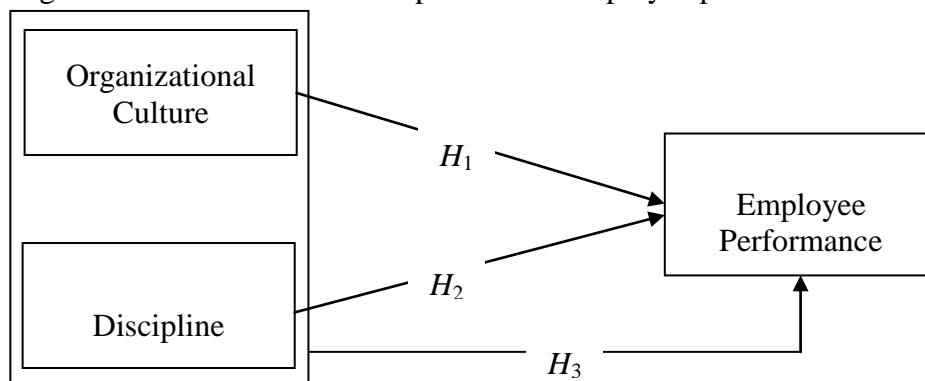


Figure 1. Conceptual Framework Model

Source: Developed researcher (2023)

### 3. Research Method

#### 3.1 Research Design

A quantitative approach was used in this study, by conducting explanatory and causal analysis. Quantitative research is an approach to test objective theory by testing the relationship between variables (Creswell, 2014; Firmansyah et al., 2020). Explanatory research as a study that studies the relationship between two or more variables through testing the proposed hypothesis (Cooper et al., 2014; Susetyo et al., 2021).

#### 3.2 Respondents

Non probability sampling was used in sampling in this study, by choosing purposive sampling techniques. One of these sampling techniques includes total sampling (Sharma, 2017;

Firmansyah, 2022b), the number of samples is equal to the number present in the population ( $\sum N = \sum n$ ). Sample units and phenomena that occur in organizations selectively and subjectively are considered worthy of further research in relation to the characteristics and behavior of the people in them, this can be a consideration in the selection of this technique (Hibberts et al., 2012; Sharma, 2017). The total population ( $\sum N$ ) was 34, so  $\sum n = 34$  respondents were used in this study, and did not make generalizations.

### 3.3 Data Collection

Data collection techniques are carried out by observation, interviews and distribution of instrument dissemination, this means that the source of research data is primary data. Organizational culture instruments are measured by 16 instruments developed from the empirical concept of organizational culture, namely the implementation of norms, the implementation of values, beliefs and philosophies, the implementation of codes of ethics, and organizational history. Discipline is measured by 12 instruments developed from preventive work discipline and corrective work discipline which are used as an empirical measure of discipline. Meanwhile, employee performance is measured by 11 instruments developed from the quality of work and the quantity of work as an empirical measure of employee performance. Overall, to obtain data on organizational culture, discipline and employee performance in the research by developing and distributing 37 items of instruments to respondents. Digital platforms, namely the google form application, are practically more dominant at the stage of spreading instruments in this research.

### 3.4 Data Analysis

The responses of respondents that have been collected are analyzed using the help of the SPSS v26 program. est the quality of the data, namely testing the validity and reliability of the instrument with the criteria  $r > 0,30 =$  valid data (Sugiyono, 2019) and instrument reliability with  $\alpha$ -Cronbach's  $> 0,7 =$  model fit / uniform fit data (Hair et al., 2014), then the data prerequisite test was carried out (Ghozali, 2016), then correlation tests, and multiple linear regression analysis are also carried out to determine the dominant influence between organizational culture and discipline, as well as to find out the direction of change in both in predicting the direction of changes in cooperative performance.

$$Y = a + b_2X_1 + b_1X_2 + e \quad \dots\text{eq. (1)}$$

Finally, the analysis of the coefficient of determination (KD) by looking at the value of  $R^2$  was carried out with the aim of determining the magnitude of the contribution of the common influence of organizational culture and discipline on employee performance.

$$KD = R^2 \times 100\% \quad \dots\text{eq. (2)}$$

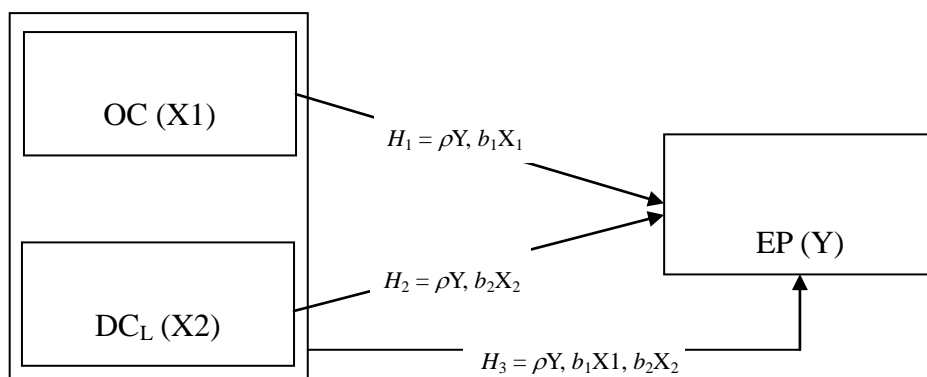


Figure 2. Multiple Regression Models with Two Predictors and One Responsive Variable

Sumber: Developed by Author (2023)

#### 4. Findings and Discussions

Instrument test results. Of the 16 items of organizational culture instruments obtained 12 valid and reliable items with  $C_\alpha = 0,879$  ( $C_\alpha > 0,70$  ; N = 34 ; 12 items). Discipline is measured by 12 instrument items, declared valid and reliable with  $C_\alpha = 0,865$  ( $C_\alpha > 0,70$  ; N = 34 ; 12 items). Meanwhile, employee performance, out of 11 data collection instruments, was classified as 10 valid and reliable items with  $C_\alpha = 0,865$  ( $C_\alpha > 0,70$  ; N = 34 ; 10 items). Drop 4 instruments of organizational culture and 1 instrument of employee performance.

Classical assumption test results, using normality test (One-Sample K-S; *Asymp. Sig* >  $\alpha = 0,05$ ), linearity test (*Sig* >  $\alpha = \text{Sig} > 0,05$ ), heteroskedasticity test (*Sig* >  $\alpha = 0,05$ ), and multicollinearity test (*Tolerance value* > 0,10 and *VIF* < 10). calculation results show that the value of *Asymp. the Sig* (2-tailed) is 0,133 > 0,05 the data used is normally distributed. The results of the linearity test obtained the *Sig* value. OC = 0,157 and the value of *Sig*. *DC<sub>L</sub>* = 252 (*Sig* > 0,05), this result indicates that all the variables of the study used are linear. Glejser test on heteroskedasticity test, *Sig*. OC = 0,594 and *DC<sub>L</sub>* = 0,151, all nilai *Sig values* > 0.05, so no heteroskedasticity problems were found in the regression model. Similarly, for the results of the multicollinearity test, there is no problem (table 1).

Table 1. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	5.788	3.158		1.833	.076		
X1_OC	.540	.070	.590	7.675	.000	.628	1.592
X2_DC1	.401	.067	.457	5.946	.000	.628	1.592

a. Dependent Variable: Y\_EP

Source: Calculation Results (Authors, 2023)

Table 1 shows that there is no multicollinearity problem among independent variables where tolerance values X1\_OC = 0,628 > 0,10; and tolerance values X2\_DC1 = 0,628 > 0,10, also indicate VIF values VIF X1\_OC = 1,592 < 0,10; and the VIF value X2\_DC1 = 1,592 < 0,10.

The results of the instrument tests that have been carried out can be seen that the data meets the feasibility quality (valid and reliable), and meets the classical assumption test, it is concluded that the data is normally distributed and has a linearity direction between variables, free from heteroskedasticity problems and no symptoms of multicollinearity, then the instrument test and classical assumption test have been met so that the data is feasible to use at the next stage of calculation and analysis.

#### 4.1 Findings

##### Correlation Test



Table 2. Pearson Correlation Test Results

		Employee Performance	Organization Culture	Discipline
Employee Performance	Pearson Correlation	1	.868**	.816**
	Sig. (2-tailed)		.000	.000
	N	34	34	34

Source: Calculation Results (Authors, 2023)

From the results of the correlation test, it can be seen that organizational culture has a correlation ( $r$ ) = 0.868. While discipline has a value of  $r$  = 0,816. It means that organizational culture and discipline have a correlation with employee performance with a very strong level of closeness, and the correlation of discipline with employee performance has a very strong level of closeness.

### Multiple Linear Regression

Multiple linear regression analysis tests the regression coefficient, used to determine the dominant influence between organizational culture and discipline, as well as to find out the direction of change in both in predicting the direction of changes in employee performance.

Table 3. Multiple Linear Regression Results (Coefficients<sup>a</sup>)

Model	Unstandardized Coefficients		Standardized Coefficients	t-Stat	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.788	3.158		1.833	.076		
X1_OC	.540	.070	.590	7.675	.000	.628	1.592
X2_DC1	.401	.067	.457	5.946	.000	.628	1.592

a. Dependent Variable: Y\_EP

Source: Calculation Results (Authors, 2023)

From the *coefficients<sup>a</sup>* table above, it is obtained that *constant* (a) is 5,788, while organizational culture ( $b_1$ ) is 0,540, and discipline ( $b_2$ ) is 0,401, so the regression equation can be written:

$$Y = 0,788 + 0,540 X_1 + 0,401 X_2$$

It can be interpreted that organizational culture and discipline have a positive relationship and are in the same direction as employee performance. The high and low level of employee work can be predicted by changes in organizational culture and discipline, where the direction of change based on the calculation results occurs positively and unidirectionally.

### Coefficient of Determination ( $R^2$ )

In this study, a coefficient of determination analysis was carried out to determine the magnitude of the contribution of the joint influence of organizational culture and discipline on

employee performance by looking at the value of  $R^2$ .

Table 4. Model Summary<sup>b</sup>-Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 <sup>a</sup>	.885	.878	1.559

a. Predictors: (Constant), X2\_DCI, X1\_OC

Source: Calculation Results (Authors, 2023)

Based on the Model Summary table above, it is known that the value of  $R^2$  is  $0.885 = 88.5\%$ , the magnitude of the contribution of the joint influence of organizational culture and discipline in influencing employee performance is 88.5% of the total employee performance variance. While 11.5% is the rest of the employee performance variance, it is very likely to be influenced by other variables that were not studied.

#### 4.2 Discussions

From the results of the correlation analysis, it is known that organizational culture has a correlation with discipline, also both have a correlation with employee performance, which at the same time has the ability to predict and influence employee performance in cooperatives. The correlation of organizational culture of discipline and discipline with cooperative performance is at a very strong and unidirectional level. Organizational culture as measured by developing five empirical concepts, namely the implementation of norms (IoN), the implementation of values, beliefs and philosophies, the implementation of the code of ethics, and organizational history. We found that organizational culture individually positively affects employee performance in terms of work quality and work quantity), obtained from the results of multiple linear regression calculations considering the value of the direction of the coefficient regression  $b_1$  discipline ( $H_1$ ), a the reason is because this study works using population data. These findings are reinforced by the results of research by Shahzad et al., (2012), finding that organizational culture has a profound impact on various organizational processes, employees and their performance. Also the results of this study are in line with the findings of Fisher (2000); Warrick (2017), who has proven that culture can have a significant influence on employee performance, morale, employee engagement and loyalty, employee attitudes and motivation, commitment to the organization, and efforts to attract and retain talented employees.

The importance of organizational culture is included in the scope of cooperatives, because it will guide the behavior of the people in it, how things are done, how every right and obligation is fulfilled, how the organization is experienced by employees and partners, allowing it to have an effect on what happens whether profits or losses for the organization. Norms, values, beliefs and philosophies, codes of ethics and organizational history become a unit building an organizational culture that must be developed in order to become a strong and useful culture as a guideline that guides behavior, accuracy in acting according to the rules, understanding the essence of human resources that must be managed, maintained and developed, enhanced competence to support its success, so that throughout its journey the organization does not only think about progress and benefits but also the organization still gives awards and recognition to its employees. Even in the cooperative sphere, the culture of the organization reflects the adoration of the people in it on the basis of norms, values, beliefs and philosophies that are hereditary to guide and control the administrators and members to

stay on the path that the organization recognizes towards its success. Therefore, the findings of this study recognize even in line with the theory that organizational culture has a positive influence on employee performance. The implication is that cooperative administrators are advised to develop a strong culture of benefit in the organization to improve the performance of its members and the cooperative as a whole.

Discipline by considering preventive work discipline and corrective work discipline, the findings from the analysis results show that individual discipline has a positive effect on employee performance ( $H_2$ ), judging from the direction of discipline coefficient ( $b_2$ ) in table coefficients. These results are in line with the findings of Iheanacho et al., (2017), proving that discipline with all its factors has a strong correlation and positively affects the performance of employees and overall improves the organization. Cole (2008), also found that discipline emphasizes employee disciplinary action to encourage employees to stay at their best every time they perform and complete the work for which they are their duty and responsibility.

Preventive work discipline and corrective work discipline proved to be important empirical concepts for enforcing and affirming the disciplinary actions of cooperative members. Discipline among members is indeed very much needed to maintain efficiency and support the smooth running of all cooperative activities so that cooperative activities can run well sustainably in serving and meeting each other's needs. This shows that there is discipline of the management and members of the cooperative towards their performance so that it has the potential to make a major contribution to creating the smooth and development of the cooperative so that the performance of the cooperative is superior and reliable. Therefore, discipline is the key to the success of an organization including cooperatives in achieving their long-term goals in a sustainable manner. This result also proves that the cooperative member highly respects and obeys all the regulations that must be obeyed while being a member of the cooperative or member, does not violate it and it is a common obligation to advance and revive the cooperative.

The magnitude of the influence of organizational culture on employee performance is more dominant than the influence of discipline, indicated by the equation  $Y = 0,788 + 0,540 X_1 + 0,401 X_2$  (table 3). In addition, the findings also show that organizational culture and discipline have a positive effect on the performance of Karmambang cooperative employees at SMPN 15 Sukabumi. The amount of joint contribution of organizational culture and discipline in influencing employee performance amounted to 88.5% of the total variance of cooperative performance ( $H_3$ ). The remaining 11.5% is the difference in employee performance, possibly influenced by other variables that were not studied (table 4). This result is in line with the results of research by Dewi et al., (2022), proving that organizational culture and discipline have a positive effect on the performance of cooperative employees, where organizational culture and discipline have an influence on contributing to the increase or decrease in the performance of employees or cooperative members. Gardner et al., (2018), argue that organizational culture gives birth to beliefs that motivate people to behave and behave consistently in line with the philosophies and values that the organization upholds, it signifies acts of social acceptance, awareness and obedience to improve the self-esteem of employees through their success shown to be the best performance eventually this will drive the progress and growth of the organization in a sum.

Rights belong to every member and obligations as an absolute fulfillment during their time

and joining an organization, the existence of organizational culture and discipline is believed to trigger the birth of a strong determination to provide the best performance for cooperative life so that it is possible that success and goals that are aspired to together can be achieved. Organizational culture becomes a guideline that guides the behavior of members while they are and affiliated with the organization, it is even possible to encourage the growth of passion to excel in every activity with all the potentials and competencies that each individual has, while discipline is a binding requirement that must be obeyed and adhered to consciously for the success and success of individuals and groups in providing their best performance consistently. It can even ultimately improve the overall performance of the organization. This shows that human resources with all variations of competence are highly relied on for the development and progress of the organization (Firmansyah, Rifa'i, et al., 2022). The measure of organizational performance is reflected by the actual behavior of organizational personnel in fulfilling each implementation of tasks that have become their obligations and responsibilities to the organization (Firmansyah & Wahdiniwati, 2017). A strong organizational culture and the firmness of disciplinary action are effectively able to increase the quality and quantity of work so that this becomes a valuable strategy to secure competitive advantage and improve cooperative performance. Although recognized as the disruptive era of technology in industry 4.0 that demands adaptability and innovation, it is now increasingly clear that it provides opportunities as well as challenges for managers and members of the cooperative to relate to the models and processes, practices and realities of each activity in an effort to revive and advance cooperatives consistently and sustainably.

## **5. Conclusions**

Findings from the results of the analysis, that organizational culture and discipline have a positive effect on employee performance both individually and together. The results of this study have answered the hypothesis proposed, proven and accepted. Organizational culture is closely related to norms, value systems, beliefs and philosophies that frame the framework of behavior of members, as well as being a guideline in emphasizing the enforcement of discipline for anyone, both individually, members and affiliated groups in an organization including in cooperatives, strong or weak organizational culture and discipline is very likely to affect the achievements and performance of employees including its organization. Cooperative managers are important to evaluate employee performance regularly and officially scheduled, which is automatically evaluated from the bottom up, starting from the fulfillment of the duties and responsibilities of the members, to the evaluation of cooperative managers/administrators. The existence of gradual and continuous improvements allows cooperatives to perform better and be competitive, able to provide benefits and common interests both now and in the future amid the rapid flow of disruptive technology in industry 4.0 towards the 21st century, which slowly challenges change, adaptability and innovation, the synergy of multi-sectoral collaboration that allows it to incubate and accelerate the true work of modern-era cooperatives so that Survive and thrive through the changing times as a people's economic movement based on kinship, from and for the common good today and in the future.

This article only considers organizational culture and discipline as factors that explain and affect employee performance in the cooperative sphere, there are still many relevant factors related to the performance of employees, both administrators and cooperative members. This study also finds it difficult to generalize because it uses population data. The findings of this study, that organizational culture is more dominant than discipline in influencing employee

performance, the causal factors in detail are not explained where this can be a consideration for future research. Research using a broader sample by including digital aspects relevant to modern cooperative management activities and systems can also be considered to conduct investigations on employee performance in the era of technological distillation, in Industry 4.0.

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