



Employee Performance Model: Analysis of Training, Organizational Culture and Work Environment by Mediating Work Discipline

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Abstract

Purpose- This research provides a new strategy for stakeholders regarding factors influencing the improvement of employee performance through work discipline in the Indonesian Air Force.

Design/Methodology- This is quantitative research. The research population consisted of all Indonesian Air Force employees. The sample size for this research was 400 employees. Data collection was survey with a questionnaire. This study utilized Smart PLS version 3.2.9 and data analysis employed PLS-SEM.

Findings- The findings indicate that organizational culture, work environment and work discipline significantly impact employee performance. Additionally, training, organizational culture, and work environment have an effect on work discipline and work discipline acts as a mediator in the relationship between training, organizational culture and work environment with employee performance.

Practical Implications- The practical implications can assist the Indonesian Air Force in enhancing employee performance and creating a better work environment. Through appropriate actions, the organization can achieve improved outcomes in pursuing its objectives.

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Introduction

Every organization has unique dynamics and potential challenges that can impact the performance of employees (Fatmawati et al., 2020). Failure to manage human resources effectively within an organization can result in losses, such as the failure to achieve established goals. Conversely, effective management can yield positive impacts (Sari & Hadijah, 2016). In an era of globalization fraught with challenges, the significance of human resources is steadily on the rise. Therefore, organizations must seriously pay attention to human resource management because their role and contribution have irreplaceable value within the organization. The presence of employees plays a central role in achieving the organization's planned accomplishments (Pangestu et al., 2022).

In dealing with this intricate situation, the importance of leadership and management roles cannot be overstated. It is essential that they have the capability to meticulously assess both the internal and external facets of the organization to pinpoint any constraints or challenges impacting employee effectiveness. Employee effectiveness represents the outcomes achieved by individuals in carrying out their job responsibilities. This stands as a fundamental gauge of an organization's achievements and well-being. The topic of employee effectiveness within an organization is garnering escalating interest in a wider spectrum of research (Saputri & Rachman, 2022). Every organization requires quality human resources as they are an integral part and play a significant role as planners and active participants in every activity aimed at achieving the organization's goals (Handayani, 2020). Similarly, the military organization needs personnel who perform their duties well because good performance will influence the promotion of an employee.

The Indonesian Air Force (TNI AU), as an essential element within the Indonesian National Armed Forces (TNI), constitutes the primary element of the country's aerial capabilities (Setyo et al., 2019). As an integral part of the TNI, TNI AU has a crucial role in Indonesia's national defense, including safeguarding Indonesian airspace, maintaining national security and stability, and supporting military operations involving fighter aircraft, transport aircraft, and various other types of aircraft. TNI AU is responsible for maintaining and enhancing Indonesia's air defense capabilities through air operations, transport operations, aircraft maintenance and repair, personnel training, and policy development in the field of aerospace. TNI AU is also involved in humanitarian assistance and disaster relief operations (Setyo et al., 2019).

Reduction in the number of employee promotions from 2017 to 2019. Promotion reflects the process of advancing positions and recognizing individuals who meet specific criteria set by the organization. This ranking system is typically based on factors such as work experience, performance, training, education, and performance evaluations. Through promotions, individuals can ascend to higher positions within the organizational structure and take on greater responsibilities. Previous research has indicated factors influencing employee performance, including work discipline (Fahmi et al., 2022), training (Manzoor et al., 2019), organizational culture (Soomro & Shah, 2019), and work environment (Hartinah et al., 2020). On the other hand, a decrease in work discipline among the Indonesian Air Force employees could affect their performance, which will ultimately impact the performance of the Air Force organization. There is still a high number of disciplinary violations committed by employees. When work discipline declines, its impact is felt on job effectiveness (Suryani & Maulana, 2019).

Theoretical significance in this research provides a new model regarding the factors influencing the performance of Indonesian Air Force employees. Furthermore, this research provides a fresh review of the literature concerning the connection between variables impacting employee performance via work discipline. Furthermore, this study adds to the existing literature on the variables investigated. From a practical perspective, the importance of this research can be summarized as follows: It offers a novel strategy for stakeholders in terms of the factors influencing the enhancement of employee performance through work discipline within the

Indonesian Air Force. Furthermore, this research offers information that can be implemented within the Indonesian Air Force concerning topics related with the variables in this research.

Literature Review

Employee Performance

Robbins defines performance as the outcomes achieved by an employee in their job based on specific criteria applicable to that job (Robbins, 2009). Essentially, performance is what an employee does or doesn't do in carrying out their tasks (Mathis & Jackson, 2012). Performance can also be defined as the real actions displayed by each person as they carry out their job responsibilities within the organization (Mulyadi & Rivai, 2009). Performance refers to the results generated by a specific job function or activities within a specific job during a specific time period. These work results are the product of an individual's abilities, skills, and motivation (Bernardin & Russel, 2013).

Work Discipline

Work discipline involves employees' compliance with workplace rules and policies, as well as the effective fulfillment of tasks and responsibilities. Work discipline also encompasses professional, ethical behavior that aligns with the organization's values (Noe et al., 2017). In the military context, employee work discipline involves obeying orders given by superiors promptly and without delay. Employees are expected to carry out orders efficiently and effectively, fulfilling their responsibilities and duties according to the provided directives. Employee work discipline also entails the proper execution of assigned responsibilities and tasks. They are expected to perform their duties and responsibilities with full accountability, dedication, and consistency, prioritizing the organization's interests and national security (Rudiansyah, 2018).

Training

Training is intended to prepare individuals who will assume leadership responsibilities in the Armed Forces or other security institutions (Brown, 2017). Employee training typically involves various aspects, including academic education, physical training, tactical and strategic skills, leadership, human resource management, military ethics, and knowledge of laws and regulations applicable in the military context. Additionally, this training may also encompass lessons on effective communication, leadership in critical situations, and conflict resolution (Klimberg & Fullerton, 2014).

Organizational Culture

Organizational culture encompasses the values, norms, convictions, attitudes, and conduct ingrained within a company. It mirrors the shared identity and the way individuals within the organization engage with each other and their work surroundings (Schein, 2010). In a military context, organizational culture refers to a collection of values, norms, beliefs, attitudes, and customs prevailing within a military institution. Military organizational culture reflects the collective identity, how military members interact, and the values held high in carrying out their duties and responsibilities (Erez & Gopher, 2019).

Work Environment

Work environment encompasses various elements that influence employees' experiences and productivity (Grawitch & Ballard, 2016). The work environment includes physical conditions, covering everything from workspace design and layout, temperature, lighting, noise, physical facilities, to ergonomic comfort. Good physical conditions can impact employee well-being, health, and productivity.

Indonesian Air Force

The military consists of educated, trained, and prepared individuals for combat. It is for this reason that specific norms or rules are established for them, where they must unquestionably adhere to predetermined codes of conduct. The enforcement of these rules is closely monitored, and these specific norms and rules are incorporated into military criminal law (Sugistiyoko, 2017). Air Force carries out duties related to defense, law enforcement, and aerospace security under national jurisdiction. In accordance with national and international laws that have been ratified and in line with the TNI's missions in the development and enhancement of the Air Force, the focus is on strengthening the field of air defense (Manurung, 2017).

Frameworks and Hypotheses

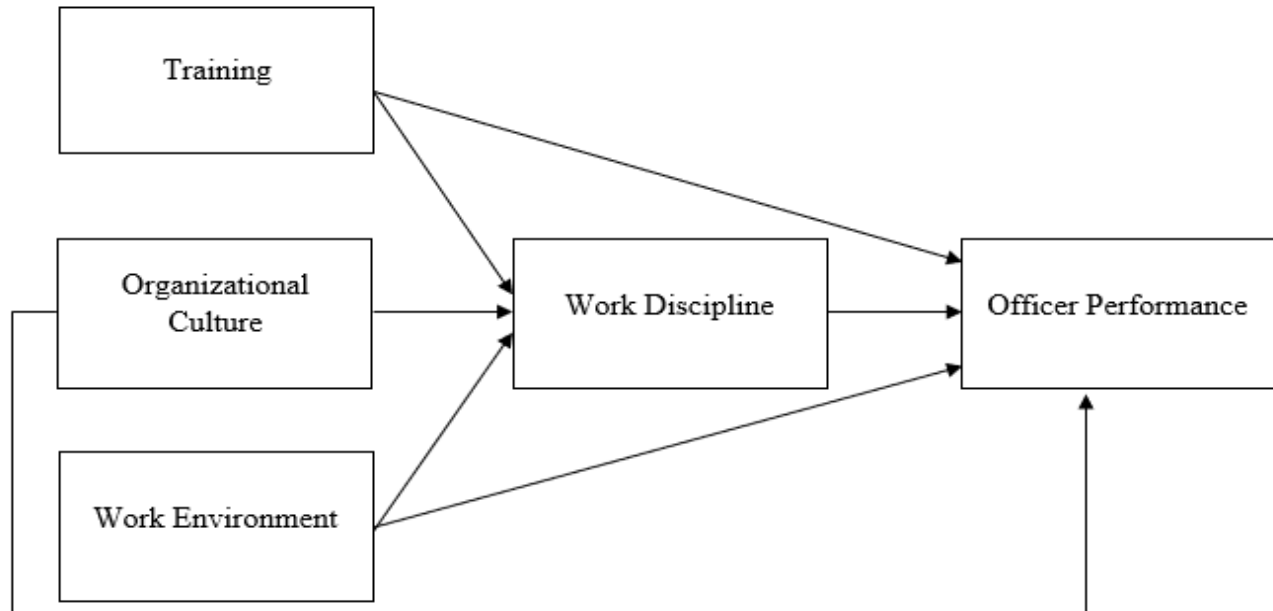


Figure 1: Framework

Source: Researcher (2023)

Hypotheses

- H1: The study suggests that training has a significant impact on employee performance.
- H2: The study proposes that organizational culture plays a significant role in influencing employee performance.
- H3: The study suggests that the work environment has a significant influence on employee performance.
- H4: The study posits that training significantly affects work discipline.
- H5: The study proposes that organizational culture significantly impacts work discipline.
- H6: The study suggests that the work environment has a significant influence on work discipline.
- H7: The study posits that work discipline significantly affects employee performance.
- H8: The study proposes that training has a significant impact on employee performance through work discipline.
- H9: The study suggests that organizational culture plays a significant role in influencing employee performance through work discipline.
- H10: The study proposes that the work environment significantly affects employee performance through work discipline.

Methodology

This research was quantitative. The research population consisted of all Indonesian Air Force employees, totaling 10,295 individuals. The study utilized non-probability. Non-probability sampling focus on theoretical generalizability rather than population generalizability (Mansour & Ariffin, 2017). According to Bougie and Sekaran (2019), the elements do not have a known or predetermined chance of being selected as subjects. The technique sampling was purposive sampling with specific criteria. Using the Slovin formula for sample size calculation, the sample size for this research was determined to be 400 employees. Tejada et al., (2012) stated that Slovin's formula is suitable exclusively for estimating a population proportion at a 95% confidence level, and it is most effective when the population proportion is believed to be near 0.5. Therefore, it is not recommended to utilize Slovin's formula if any of the mentioned assumptions are not met.

The data gathering process involved the administration of a questionnaire through Google Form as part of a survey. A measurement scale consisting of five points on the Likert Scale was employed, with respondents providing their responses to statements on a scale ranging from (1) strongly disagree to (5) strongly agree. Utilizing a 5-point scale makes it straightforward for the interviewer to present the entire set of scale descriptions (Dawes, 2008). The measurement for the variables included training from Manzoor et al., (2019), organizational culture from Sihombing et al., (2018), work environment from Wirya (2019), work discipline from Nugroho et al. (2023), and employee performance from Rita et al. (2018). Data collection took place from July 2023 to September 2023. For analysis, this study utilized Smart PLS version 3.2.9 as the analysis tool. Data analysis was conducted using SEM framework, specifically employing PLS-SEM.

Results

Convergent Validity Test Results

Individual indicators are considered valid when their correlation value exceeds 0.70. Nevertheless, in the context of scale development research, a loading factor falling within the range of 0.60 to 0.70 is still deemed acceptable. Convergent validity aims to identify instrument items that can effectively represent all latent variables. The evaluation of this test is based on the loading factor values of the construct indicators. The results of the convergent validity analysis are displayed in the table below.

Table 1. Convergent Validity Test Results

Variable	Indicator	Outer Loading
T	T1	0.867
	T2	0.874
	T3	0.824
OC	OC1	0.849
	OC2	0.869
	OC3	0.826
	OC4	0.841
	OC5	0.700
WE	WE1	0.807
	WE2	0.822
	WE3	0.852
	WE4	0.844
	WE5	0.824
WD	WE6	0.877
	WD1	0.866

EP	WD2	0.883
	WD3	0.829
	WD4	0.881
	WD5	0.851
	WD6	0.767
	WD7	0.806
	WD8	0.782
	EP1	0.575
	EP2	0.593
	EP3	0.850
	EP4	0.812
	EP5	0.863
	EP6	0.857
	EP7	0.808
	EP8	0.592

Source: Result of Smart PLS (2023)

Loading factor exceeding 0.5 indicates that these indicators have a substantial impact on the latent variable being measured (Ramayah et al., 2018).

AVE, Composite Reliability and Cronbach's Alpha

The assessment of validity involves using a testing method in which we compare the square root of AVE value for each construct with the correlations among the other constructs within the model.

Table 2. AVE, CR and Cronbach's Alpha

	Cronbach's Alpha	CR	AVE
T	0.817	0.931	0.732
OC	0.876	0.910	0.671
WE	0.915	0.934	0.702
WD	0.888	0.911	0.568
EP	0.937	0.948	0.696

Source: Result of Smart PLS (2023)

Composite reliability serves as a means to assess how internally consistent a set of indicators, used for measuring a construct, are. When the composite reliability value exceeds 0.70, it signifies that these indicators collectively represent the same underlying latent variable (Hair et al., 2011).

Discriminant Validity

Discriminant validity assessment is performed through the examination of Heterotrait-Monotrait (HTMT) ratios and cross-loadings. According to Henseler et al. (2015), the critical threshold for HTMT is set at 0.90. In simpler terms, an HTMT value exceeding 0.90 indicates a lack of discriminant validity, suggesting similarity between values of one variable and another (Henseler et al., 2015). The outcomes of the discriminant validity test are displayed in Table 3 below.

Tabel 3. Discriminant Validity (HTMT Ratio)

	X1	X2	Z	Y
X1				
X2	0.720			
X3	0.639	0.850		
Z	0.683	0.894	0.898	
Y	0.704	0.819	0.823	0.885

Source: Result of Smart PLS (2023)

Hypothesis Testing

Table 4. The Result of Hypothesis Testing

Variable	β	T Statistics	P Values
T -> EP	0.027	0.778	0.437
OC -> EP	0.281	4.978	0.000
WE -> EP	0.337	6.074	0.000
T -> WD	0.188	3.424	0.001
OC -> WD	0.286	4.548	0.000
WE -> WD	0.441	7.477	0.000
WD -> EP	0.349	6.766	0.000
T -> EP -> WD	0.066	3.308	0.001
OC -> EP -> WD	0.100	3.802	0.000
WE -> EP -> WD	0.154	4.541	0.000

Source: Result of Smart PLS (2023)

The Interpretation of Each Hypothesis

Hypothesis 1 is rejected ($\beta = 0.019$, $t = 0.569$, $P = 0.570$). This finding indicates that the training already conducted for officers is not effective or does not have an impact on improving the performance of officers.

Hypothesis 2 is accepted ($\beta = 0.251$, $t = 4.914$, $P = 0.000$). This finding indicates that the organizational culture practices implemented in the Air Force have a significant impact on the performance of officers.

Hypothesis 3 is accepted ($\beta = 0.327$, $t = 6.090$, $P = 0.000$). This finding indicates that a positive and conducive work environment can enhance the performance of officers in the Air Force.

Hypothesis 4 is accepted ($\beta = 0.132$, $t = 2.517$, $P = 0.012$). The results indicates that by providing training programs, the Indonesian Air Force (TNI AU) can enhance the work discipline of its officers.

Hypothesis 5 is accepted ($\beta = 0.202$, $t = 2.922$, $P = 0.004$). This indicates that organizational culture effectively influences and enhances work discipline. By creating a positive and strong organizational culture, it can encourage better work discipline among officers in the Indonesian Air Force (TNI AU).

Hypothesis 6 is accepted ($\beta = 0.384$, $t = 6.164$, $P = 0.000$). This indicates that a supportive, well-organized work environment that promotes positive norms will motivate officers to improve work discipline.

Hypothesis 7 is accepted ($\beta = 0.349$, $t = 6.830$, $P = 0.000$). Strong work discipline is a crucial foundation for officer performance in a military environment. Officers with good discipline tend to continuously develop their

skills, whether in leadership, military tactics, or other specialized expertise. This can enhance their competence and performance in higher-level tasks.

Hypothesis 8 is accepted ($\beta = 0.046$, $t = 2.516$, $P = 0.012$). This indicates that effective training will enhance the work discipline of officers, which in turn contributes to improving officer performance in the Indonesian Air Force. Furthermore, the role of discipline can enhance training activities, which then impact officer performance positively.

Hypothesis 9 is accepted ($\beta = 0.071$, $t = 2.717$, $P = 0.007$). This indicates that when the Indonesian Air Force has a strong and positive organizational culture, it has the potential to enhance work discipline within the organization, which will subsequently contribute to improving officer performance in the Indonesian Air Force. Furthermore, the role of work discipline enhances the organizational culture, making it even better and influencing the performance of officers in the Indonesian Air Force.

Hypothesis 10 is accepted ($\beta = 0.134$, $t = 4.107$, $P = 0.000$). A good and conducive work environment will enhance the level of work discipline among officers, which in turn will contribute to improving officer performance. Similarly, the role of work discipline as a mediator influences the conducive work environment in the Indonesian Air Force, thus impacting the performance of officers.

R-square

Table 5. R-square

Variable	R Square	R Square Adjusted
WD	0.664	0.661
EP	0.815	0.813

Source: Result of Smart PLS (2023)

R-square indicates the extent to which independent variables can explain the variation in the dependent variable (Ghozali, 2016). The results indicate that the contribution of variable X to Z is 66.1%, and the contribution of variables X and Z to Y is 81.3%.

Discussion

Training on Employee Performance

The result reflects the specific task context of the study. In certain situation or roles, training may not have a significant impact on performance if employees already possess sufficient skills and knowledge to carry out their tasks. The result was supported by Sukmawati et al. (2020), Pakpahan et al. (2017), Rahman (2014), Rusdil (2020), and Noviyanti and Langgeng (2019). Thus, the results of this study differ from the findings of Mira and Odeh (2019), Haryono et al. (2020), Manzoor et al. (2019), Sendawula et al. (2018), and Mahmud et al. (2019), where training significantly influenced employee performance.

Organizational Culture and Employee Performance

Innovative culture, characterized by a continuous drive for novelty, contributes to employee performance by fostering competitive advantage. Moreover, a culture of modeling, with well-defined and clear job designs in the organization, plays a pivotal role in shaping organizational culture. Another aspect of organizational culture is professionalism, which, when upheld within the TNI AU, enhances employee performance. Lastly, integrity and collaboration, serving as core values within the organizational culture, significantly impact employee performance. The result was supported by Maamari and Saheb (2018), Saad and Abbas (2018), Soomro and Shah (2019), Muis et al. (2018), Rivai (2020), and Sihombing et al. (2016). Thus, the results of this study contrast

with the findings of Hendriani and Artati (2014), where organizational culture at the Secretariat of Kampar District did not influence employee performance.

Work Environment on Employee Performance

Work environment characterized by positive relationships among peers, where employees respect their colleagues, fosters a positive work environment and strong interpersonal relationships among coworkers, thus significantly affecting employee performance. Additionally, the availability of workplace facilities can influence productivity and efficiency in task execution. These findings align with previous empirical research, demonstrating that work environment factors significantly impact employee performance by Parashakti et al. (2020), Sawir et al. (2020), Hasibuan and Bahri (2018), Handayani and Daulay (2021), Dewi and Amar (2020), and Idris et al. (2020). On the other hand, Al-Omari and Okasheh (2017) obtained negative results for this relationship.

Training on Work Discipline

Training significantly and positively influences work discipline in the TNI AU. The type of training that can influence employee performance in the TNI AU is training that enhances skills in carrying out employee duties. Furthermore, continuous training is essential as it enhances employee skills. Lastly, cross-training can assist in performing other tasks when needed. These results are supported by empirical evidence showing a positive correlation between effective training and high levels of work discipline, as demonstrated in studies by Sudja and Yuesti (2017), Bharata (2016), Sulaefi (2017), Wahyudi (2021), and Fathurahman and Ahman (2020). Therefore, effective training is considered a crucial investment in maintaining high levels of work discipline within a military organization.

Organizational Culture on Work Discipline

Culture that promotes excellent service, where employees provide outstanding services to each other, significantly enhancing employee performance. Additionally, cultures of innovation, where new ideas are consistently generated, contribute to enhancing employee performance and achieving competitive advantages. This research is supported by empirical data from Vanesa et al. (2019), Haryadi et al. (2022), Rahmah and Fatmah (2019), Fathurahman and Ahman (2020), and Baihaqi et al. (2020). In a military context, an organizational culture that supports discipline is a key factor in maintaining high levels of discipline among members.

Work Environment on Work Discipline

Work environment characterized by positive relationships among peers, where employees respect their colleagues, fosters a positive work environment and strong interpersonal relationships among coworkers, thus significantly affecting employee performance. Furthermore, the availability of workplace facilities can influence productivity and efficiency in task execution. This research is supported by Vanesa et al. (2019), Putri et al. (2019), Wirya (2019), Marwanto and Nugroho (2014), and Maryanti et al. (2022).

Work Discipline and Employee Performance

Adherence to organizational rules, where employees follow basic rules regarding dress code and demonstrate discipline, obedience, and respect for leadership while upholding the values and honor of soldiers, as outlined in Sapta Marga. Work discipline is a crucial attribute in ensuring that military tasks are executed well, safely, and efficiently, directly contributing to employee performance. This research is supported by empirical data showing that work discipline influences employee performance, as seen in studies by Prayogi et al. (2019), Mukminin et al. (2020), Solihah et al. (2021), Amri et al. (2021), Endang and Sari (2019), and Fahmi et al. (2022).

Work Discipline Mediates Training Variable and Employee Performance

Adherence to organizational rules, where employees follow basic rules regarding dress code and demonstrate discipline, obedience, and respect for leadership while upholding the values and honor of soldiers, as outlined in Sapta Marga. Training of this kind enhances employee performance in the TNI AU, focusing on improving skills in carrying out employee duties. Additionally, continuous training to enhance employee skills is crucial. Lastly, cross-training can assist in performing other tasks when needed. This research is supported by Sulaefi (2017), Wahyudi (2021), Mazidah (2018), and Sholikah et al. (2022).

Work Discipline Mediates Organizational Culture and Employee Performance

Adherence to organizational rules, where employees follow basic rules regarding dress code and demonstrate discipline, obedience, and respect for leadership while upholding the values and honor of soldiers, as outlined in Sapta Marga. Organizational culture that can affect employee performance in the TNI AU, including cultures that promote excellent service, cultures of innovation, cultures of role modeling, professionalism, and values such as integrity and cooperation. This research is supported by Tintami (2012), Alam (2019), Ndolu (2022), and Puspita and Warsinda (2021).

Work Discipline Mediates Work Environment and Employee Performance

Adherence to organizational rules, where employees follow basic rules regarding dress code and demonstrate discipline, obedience, and respect for leadership while upholding the values and honor of soldiers, as outlined in Sapta Marga. Furthermore, compliance with behavior regulations in the TNI AU, where employees perform their duties in accordance with job responsibilities and the mechanisms of working relationships with other units. The work environment can affect employee performance in the TNI AU, including aspects of the work atmosphere, positive relationships among peers, and the availability of workplace facilities. These research is supported by Wirya (2019), Putri et al. (2019), and Putra (2021). In the context of the TNI AU, a positive and supportive work environment directly impacts employee work discipline, and this level of work discipline, in turn, contributes to their improved performance. This relationship is crucial in efforts to achieve high efficiency and effectiveness in military operations.

Conclusion

Theoretical Implications

These theoretical implications can serve as a foundation for refining existing theories regarding the dynamics among these factors in military settings and other organizational environments. Furthermore, the discoveries from this research hold the potential to offer valuable insights for management, particularly within the TNI AU, as they endeavor to sustain and enhance employee performance by strengthening work discipline and other identified factors. These managerial insights can aid the TNI AU in crafting more effective human resource management strategies, elevating employee performance, and attaining their operational objectives with greater efficiency.

Managerial Insights

For managerial insight, training programs should be periodically evaluated to ensure their relevance and effectiveness. Organizations should conduct a comprehensive review of existing training programs and assess how well they meet the needs of employees. Similarly, feedback from employees who have undergone training should be utilized to enhance these programs. Furthermore, organizations should be committed to promoting a positive organizational culture that reflects organizational values. Additionally, rewards and recognition can be given to individuals or teams that demonstrate commitment to a positive organizational culture.

Limitations

This research did not take into account external factors such as changes in government policies or shifts in the geopolitical environment that may influence the discipline and performance of Indonesian Air Force employees. This research did not consider all factors that can affect discipline and performance of Indonesian Air Force employees. Finally, this research reflects specific situations and conditions at the time of the study. However, situations and conditions may change over time, rendering the research findings not applicable for an extended period.

Recommendations

Future research can broaden its scope by comparing the effectiveness of work discipline and performance improvement strategies between the Indonesian Air Force (TNI AU) and other branches of the armed forces. Furthermore, future research can consider the impact of external factors such as changes in government policies, shifts in geopolitical environments, or advancements in military technology on the work discipline and performance of Indonesian Air Force employees. In addition, future research can attempt to develop theoretical models by introducing additional variables. Therefore, future research can explore other variables, including member placement (Putra, 2021), compensation (Wirya, 2019), interpersonal communication (Susilawati, 2021), competency (Nugroho et al., 2023), and job satisfaction (Munawaroh et al., 2020).

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Data Availability Statement: The data that support the findings of this study are available from the corresponding author, [ARA], upon reasonable request.

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