

The Influence of Work Motivation, Work Discipline, and Career Development on Employee Performance with Organizational Culture as an Intervening Variable at the Regional V Makassar Airport Authority Office

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Abstract: Often the presence of human resource planning is the key to encouraging the success of a company. Then employee development is an important foundation in effective human resource management. Employee performance can provide an understanding of productivity and efficiency. Meanwhile, motivation can have a big impact on employee performance. This research was then carried out to see how work motivation, work discipline, and career development influence employee performance with organizational culture as an intervening variable. The results of this research then found that work motivation has a significant and positive influence on organizational culture and employee performance. Then there is a significant and positive influence of Work Discipline on Organizational Culture and Employee Performance. Furthermore, Career Development has a significant and positive influence on Organizational Culture and Employee Performance. Apart from that, organizational culture has a significant and positive influence. Then work motivation has no influence on employee performance through organizational culture. However, Work Discipline and Career Development have a significant and positive influence on Employee Performance through Organizational Culture.

Keywords: Employee Performance, Organizational Culture, Work Motivation, Work Discipline, Career Development.

A. INTRODUCTION

Human resource planning is described as the strength of a company's success and employee development is considered one of the most important aspects of effective resource management. In line with this, Mangkunegara also explained that human resources have the main function of determining the progress of a company and often have to be managed directly by managers. This is intended to ensure that work results are good in terms of quantity and quality so that employees can carry out their responsibilities well (Alzoubi et al., 2022).

Budihardjo also explained that companies have an interest in always improving the performance of all their employees. This must be done so that selected human resources who have been trusted to start the company can improve employee performance. This is necessary so that employees can be more productive and professional when completing their work. Employee performance is a demand that companies need to carry out so that their activities can be guaranteed (He et al., 2021).

Employee performance explains the productivity and efficiency of the way they achieve company goals. To increase employee performance, companies can motivate their employees by observing the needs of these employees to have good performance at their jobs (Diab-Bahman & AL-Enzi, 2020).

Motivation has a big influence on the performance produced by employees at work. So employees need the motivation to be able to carry out their work enthusiastically, enthusiastically, and with dedication. The level of employee performance achievement cannot be separated from internal or external factors. This is because motivation is an individual's encouragement to be able to carry out an activity well (Bakker, 2022). So, it's not surprising that highly motivated employees are often also high performers. For this reason, it is necessary to increase employee morale and let them do their best. This can be explained if increased employee motivation can affect improving employee performance (Dorta-Afonso et al., 2021).

Several other factors can influence employee performance, such as work discipline. Employees who have high discipline when working can carry out their activities by adapting to the responsibilities, rules, standards, and tasks that have been assigned to them properly. Compliance with rules and standards from management can ensure that individuals in an organization achieve their goals and ultimately influence organizational performance standards (Wang et al., 2021).

Discipline is related to employee attitudes and behavior in following company regulations. To create discipline, it is necessary to instill the values of discipline in employees. Employee discipline can be observed based on the responsibilities, attitudes, behavior, and actions of employees to comply with all existing rules and norms, as well as all forms of regulations while they work at the company (Peng & Lee, 2019). When an employee carries out his duties and authority without a superior, the employee is aware of his responsibilities. This means that employees can carry out their duties and appreciate their potential and abilities. To obtain or maintain an existing job, a person needs career competence in managing their intended career (Cirillo et al., 2021).

Career development ranges from needs related to employee activities and interests. Career advancement is an increase in an individual's career with a predetermined career plan. Career development can also encourage employees to improve their competence in the workplace according to the attitudes, knowledge, and skills they have mastered (Lei et al., 2021). Therefore, companies need to pay attention to the importance of providing facilities that support the utilization of employee potential, so that the company's business activities have difficulty running normally. Companies also need to be aware that the company's existence in the future is closely related to current employee performance so that if it is not understood and evaluated, the company cannot grow or may experience destruction (Ahmad et al., 2021).

Another factor that can influence performance is organizational culture. Organizational culture can influence performance because it can provide rules and ways of behaving for its employees. In other words, the aggregate effect of organizational culture at the individual level influences the organizational level. Organizational culture can have an influence on employee performance, commitment to the organization, and job satisfaction. Additionally, the culture of an organization influences employees' readiness to change (Al-Swidi et al., 2021).

Seeing this explanation above, the researcher will research the Influence of Work Motivation, Work Discipline, and Career Development on Employee Performance with Organizational Culture as an Intervening Variable at the Regional V Makassar Airport Authority Office.

B. LITERATURE REVIEW

1. Work Motivation

The emergence of behavior that leads to desired goals is known as motivation. It depends on the individual's ability to meet their own needs through substantial effort. The intensity of this effort is an important element. When motivated, individuals work hard and remain fully committed until goals are achieved. This concept has been explored by Cardwollard and Kim who explain the definition of motivation, namely how interested a person is in a certain behavior (Papi & Hiver, 2020).

Motivation is a set of employee attitudes and influences that reflect the employee's willingness to expend effort at work. Broadly speaking, motivation is "an unobservable force that directs, energizes, and sustains behavior." Employee motivation is recognized as the ability to direct employees to achieve certain goals and targets in an organization. Barzoki said that motivation is an issue that is often discussed in theories of behavior and is based on the role and position as part of human resources to achieve the goals of an organization (Miao et al., 2020).

Work motivation is a multidimensional concept and a collection of energy forces obtained from within a person and their environment to initiate work-related behavior, such as work commitment, and determine its form, direction, intensity, and duration. Work motivation is very important in the life of any organization because it is a potential factor that exists in humans; when fostered by outside forces, it promotes work commitment (Tziner et al., 2020).

McClelland's theory of needs focuses on 3 needs: (1) Achievement (achievement needs), such as motivational standards to be able to pursue excellence and achieve achievements related to oneself; (2) Power, where a need can influence someone to behave in a way they don't want (not because they are forced to); (3)

Possessiveness (need for affinity), need for benevolence, need for intimacy, desire for relationship (Rybnicek et al., 2019).

This theory explains that employees have a certain amount of reserve energy that is potentially good. A person can utilize this energy well depending on how it is managed. Several things can influence an individual's motivation, namely:

- a. The need for achievement (n Ach), namely the driving force that motivates someone to develop their creativity and try to achieve it according to their abilities.
- b. The need to belong (n Af), is a driving force that provides motivation such as work enthusiasm for an individual. The naf needs to provide motivation and increase self-development by utilizing all its energy to complete the responsibilities that have been given.
- c. Need and power (n Pow), namely motivation to stimulate employee morale. n Pow can also motivate employees to work with their full potential to achieve the best power/position.

Looking at several expert statements, it can be concluded that motivation is behavior that can support someone to carry out productive work by adapting to their potential.

2. Work Discipline

As stated by Hasibuan, the most important operational function of HR is discipline. This is due to the direct correlation between employee discipline and their work performance. The higher the level of discipline, the greater the potential for achieving optimal results in organizations and agencies. Discipline itself includes the individual's awareness and willingness to obey all regulations set by the leadership in the agency. This ensures that all employees can carry out their duties voluntarily and under necessary duress (Nisar et al., 2021).

According to Iskanto, it is well established that work discipline is the main thing in organizational progress. The main objective is to increase employee performance, promoting self-discipline both in individual and group work settings. Discipline serves as a guiding force, shaping individuals to excel in their responsibilities. This is a transformative process that fosters the dedication of an individual to uphold the achievement of organizational goals (Kueckelhaus et al., 2020).

Edy Sutrisno explained that discipline refers to individual compliance with established rules, procedures, and work protocols. This includes attitudes, behavior, and actions that are in line with the rules that have been determined by the organization, as stated explicitly or implied. Sinambela defines work discipline as the capacity to consistently, regularly, and continuously carry out assigned tasks following predetermined protocols and policies, without causing disturbance to other people (Ali et al., 2021).

The effectiveness of discipline in a company can be measured by the punctuality of employees and their compliance with all company policies. It is difficult for companies to achieve results without a strong sense of work discipline. The form of discipline can be observed from the individual's responsibility for the tasks they have been assigned. Of course, in determining employee discipline, the company makes rewards and punishments as outlined in the company's Work Guidelines so that every employee knows the sanctions that will be received if an employee does not follow company regulations (Gravina et al., 2020). This discipline can influence fulfilling his responsibilities. It promotes employee morale, achievement of company and employee goals, and a sense of community. Every organization must strive and have a long-term orientation by developing, improving performance, and achieving organizational goals (Cantele et al., 2023).

According to Octorend, discipline is an effort to move employees to obey and follow the rules and responsibilities imposed by the company on the individuals themselves. Discipline is essentially the ability to control oneself, such as not carrying out prohibited activities. Several experts state that work discipline is a management action in confirming organizational standards (Alvehus, 2021).

According to Kempa & Catherine, employee work discipline can influence employee productivity because they have increased work discipline. Employees certainly carry out their duties and will carry out their work efficiently and effectively so that employee productivity can be further increased and will have an impact on achieving organizational goals (Parker & Grote, 2022).

Looking at several opinions from these experts, it can be concluded that work discipline shows the condition and behavior of respecting each individual for the rules and regulations that apply. Work discipline is

the behavior and attitude of employee compliance with the rules and norms that apply in society and the organization (Beiderbeck et al., 2021).

3. Career Development

Human resource development is closely related to the success of an organization. This is also related to aligning existing dynamics in the organization, for example, commitment, job satisfaction, and motivation. Career development requires many different concerns, such as developing abilities, maintaining current skills, and preparing for the future after promotion (Jawaad et al., 2019). Companies invest in career development programs for several reasons: to improve employee performance, improve managerial performance, teach company culture to salespeople, reinforce core values, help salespeople with career advancement, and offer additional benefits to employees. Some organizations recognize high performers and provide them with a promising environment to take risks and achieve greater career resilience (Loyarte-López et al., 2020).

Career development systems link organizational needs with individual career needs, and are directed at personal and organizational goals. Career development activities involve the process of helping individuals plan their careers in line with the organization's business strategy. Career is the totality of positions and jobs that a person has while working. Career development is a person's improvement to be able to achieve planned career plans. According to Dessler, career development is defined as a series of activities to focus on exploring and forming a career plan which is realized with a focused orientation (Bagdadli & Gianecchini, 2019).

Organizations adopt career development strategies to ensure the availability of qualified and experienced individuals when needed, as it can benefit both the individual and the organization. Human resource development is needed to reduce the organization's dependence on external recruitment (Al Aina & Atan, 2020).

Furthermore, Werther and Davis view that career development as a stage in which someone develops their potential. Dubrin also stated that career development is an activity that can motivate employees to plan for the future. For employees who have worked for a long time, work is considered not only as a source of income but also something that makes the individual satisfied with other demands such as respect from others, competition with authority and higher positions, and so on (Nelson et al., 2023).

Simamora stated that establishing effective career development leads to a conducive atmosphere of trust, empowerment, and dedication to the organization's vision, mission, and strategic goals. Furthermore, career development is an important effort needed to ensure that existing plans produce a commendable level of job performance. In the opinion of experts, it can be concluded that career advancement is a progressive journey toward fulfilling one's professional skills and abilities in achieving the desired career goals (Siahaan et al., 2023).

4. Organizational Culture

Organizational Culture (OC) is considered as organizational capital and fundamental competencies that promote compatibility between the values of the company and its employees and is also related to organizational effectiveness. These are several assumptions, values, and beliefs shared by all organizations. OC facilitates new learning to make work easier. This can encourage employees to understand the company's core values and build a shared understanding of the organization's procedures and goals, allowing them to become more active in it (Azeem et al., 2021).

Schein calls Organizational Culture (OC) a sequence of norms, values, beliefs, and basic assumptions built by group members in dealing with problems that influence employee behavior in an organization with deeper cultural values. Supporting Schein's definition, Denison defines OC as the basic values, protocols, assumptions, or beliefs of the organizational structure of an organization that demonstrate and strengthen these basic principles. Earlier in 1995, Denison and Mishra categorized OC into four traits: engagement, consistency, adaptability, and mission (Bagga et al., 2023).

Schneider found that organizational culture influences employees in their work behavior as well as how they feel. Organizational culture is a series of values and norms in an organization. Organizational culture is important because it is the identity of an organization (Di Stefano et al., 2019). Crémer explains that organizational culture is an unspoken code of communication between members of an organization. Graham reports that as many as 91% of executives view culture as something fundamental to the company, and 78% view culture as a factor

that influences company value. Thus, culture can act as “social control.” This is because each individual cares about the people around him (Gorton et al., 2022).

5. Employee Performance

Employee performance is one of the most important concerns for a manager because it can improve organizational performance. Employee performance is defined as behavior and actions that involve employees in making a real contribution to achieving organizational goals. Employee performance may be a very important variable in the study of industrial management and organizational behavior (Anwar & Abdullah, 2021). It can be defined as individual behavior—something people do and can be observed—that produces value for the organization and contributes to the organization's goals. Employee performance can also be understood as achievement-related behavior with several evaluative components, namely the extent to which an employee meets the general performance expectations of the organization (Virgiawan et al., 2021).

Employee performance is the basis for the performance shown by employees and is influenced by motivation, employee character, assessment, and expectations from management. Mangkunegara also explained that performance is the result of achieving employee work performance when completing existing work (Chien et al., 2020). Every company certainly wants employees to have maximum performance in achieving targets. Employee performance targets are targets that are specifically determined and made the employee's responsibility. This is very important because it is necessary when evaluating employee performance objectively. So the assessment needs to be carried out by adjusting the procedure to get accurate results (Koh et al., 2022).

According to Chien, Mao, Nergui, and Chang, performance refers to the results a person can achieve when working in an organization. These results are aligned with the authority and responsibilities assigned to them and are aimed at achieving organizational goals in a manner that complies with ethical and moral standards. Performance can also be defined as the achievements achieved by an organization, regardless of whether it is profit-oriented or not-profit-oriented, within a certain period (Narayanamurthy & Tortorella, 2021).

Zehir, Gurol, Karaboga, & Kole said that performance is the result of work that is related to satisfaction, and purpose, and contributes to the economy. Zehir, Gurol, Karaboga, and Kole explain that performance can be characterized as a demonstration of the level of success in implementing activities, policies, and programs, that aim to achieve the initial goals of the organization (Irawanto et al., 2021).

C. METHOD

In this research, the research methodology chosen is associative research which uses quantitative methods. Sugiyono (2019) explained that associative research centers on examining the relationship between several variables. This research is associative research to evaluate the influence of organizational culture (Z) on variable Y, namely employee performance (Y). The independent variables variable X consist of Work Motivation (X1), Work Discipline (X2), and Career Development (X3). The aim is to find out the extent to which organizational culture influences variable X and subsequently influences employee performance. As stated by Sugiyono (2019), quantitative research is a research methodology that is firmly rooted in the principles of positivism. The aim is to examine a specific population or selected sample through the use of research tools in collecting data. Next, the data is analyzed quantitatively and statistically to be able to test the hypothesis that has been formulated.

D. RESULT AND DISCUSSION

1. Indicator Validity and Internal Reliability Test

To be able to test the validity of indicators, you can use the outer loading value. The indicator can be said to have good criteria if the value of outer loading is > 0.7 . Based on the calculation results, it was explained that of the 77 indicators in the research, all of them had an outer loading value of > 0.7 with values ranging from 0.700 - 0.871. So it can be interpreted that the 18 indicators have a good correlation with the construct or that all indicators can be declared valid because the conditions for indicator validity have been met.

The reliability test is carried out by calculating the Composite Reliability value, where the reliability value of the variable indicators is tested. Apart from that, the reliability test can use the Cronbach alpha value.

Ghozali also stated that the variable had met the composite reliability value if the value was > 0.6 and the Cronbach alpha value was > 0.7 .

Table 1. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Description
Organizational Culture	0.950	0.954	Reliable
Work Discipline	0.964	0.967	Reliable
Employee Performance	0.928	0.938	Reliable
Work motivation	0.927	0.938	Reliable
Career Development	0.920	0.933	Reliable

Looking at this explanation, it can be explained that the composite reliability value for all variables exceeds the 0.6 requirement, namely between 0.933 and 0.967. Meanwhile, the Cronbach's alpha value of all variables is > 0.7 or ranges between 0.920 – 0.964. These results show that all variables have met the criteria, and conclusions can be drawn if all variables have good reliability values. The AVE (Average Variance Extracted) value for each variable is explained in the table below:

Table 2. Average Variance Extracted

Variable	Average Variance Extracted (AVE)	Description
Organizational Culture	0.510	Reliable
Work Discipline	0.539	Reliable
Employee Performance	0.557	Reliable
Work motivation	0.604	Reliable
Career Development	0.581	Reliable

Based on this table, it can be explained that the AVE value for all variables exceeds 0.5 with a value of around 0.510 - 0.604. So it can be explained that each variable has convergent validity which is considered good.

2. Discriminant Validity Test and Inner Model Evaluation

From the AVE value that has been obtained, a discriminant validity test is carried out which explains that an indicator is declared to meet discriminant validity if the square root of the AVE of the variable is the largest compared to other variables. Apart from that, it can also be observed from the cross-loading values between indicators and latent variables which exceed the values of other variables. Looking at the calculation results, it was found that all indicators met the criteria and could be said to be good and could be continued for further analysis.

Evaluation of the Coefficient of Determination (R^2) is used so that researchers can show how much effect or influence the independent variable has on the dependent variable.

Table 3. Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Organizational Culture	0.462	0.451
Employee Performance	0.820	0.815

Looking at the table, it can be explained that in this study there are 2 dependent variables: the Organizational Culture variable (Z) which is influenced by the variables Work Motivation (X1), Work Discipline (X2), and Career Development (X3); as well as the Employee Performance variable (Y) which is influenced by the variables Work Motivation (X1), Work Discipline (X2), Career Development (X3) and Organizational Culture (Z).

- a. In the Intervening Organizational Culture (Z) variable, an R-squared value of 0.462 was obtained. This explains that the large percentage of predictor variables, namely Work Motivation (X1), Work

Discipline (X2), and Career Development (X3) can explain Organizational Culture (Z) worth 46.2%. And the remaining percentage of 53.8% ($100\% - 46.2\% = 53.8\%$) is influenced by other factors that were not researched.

- b. In the dependent variable Employee Performance (Y), the R-Square value is 0.820. This explains that the percentage of predictor variables, namely Work Motivation (X1), Work Discipline (X2), Career Development (X3), and Organizational Culture (Z) can explain 82% of Employee Performance (Y). And the remaining percentage of 18% ($100\% - 82\% = 18\%$) is influenced by other factors not discussed.

Q-square predictive relevance measures the observed values of the model and estimates parameters using a blindfolding procedure by observing the Q-square value of the dependent variable. If the Q square value > 0 , then it can be explained that the predictive relevance value is good.

Table 4. Q-Square predictive relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Organizational Culture	2960.000	1580.985	0.466
Work Discipline	3700.000	1836.501	0.504
Employee Performance	1776.000	920.958	0.481
Work motivation	1480.000	712.931	0.518
Career Development	1480.000	761.269	0.486

Based on the output above, we obtained a Q2 value of 0.466 from the Organizational Culture variable (Z), a Q2 value of 0.504 from the Work Discipline variable (X2), a Q2 value of 0.481 from the Employee Performance variable (Y), The Q2 value is 0.518 in the Work Motivation variable (X1), and the Q2 value is 0.486 in the Career Development variable (X3). So it can be concluded that this research has observation values that fall into the good category because the Q2 value is > 0 .

3. Hypothesis Testing

Looking at the results of the data processing in the previous sub-chapter, the researcher can determine the results of this research hypothesis. Hypothesis testing involves the T statistics value, where the hypothesis is said to be accepted if the T statistics value $> T$ table. The discussion of hypotheses in this research is:

- H0: There is no influence between the independent variable and the dependent variable partially
- H1: There is a partial influence between the independent variable and the dependent variable

Table 5. Direct Effect

Path	Coefficient	T Statistics	P Values	Description
Organizational Culture -> Employee Performance	0.137	2.425	0.016	Significant
Work Discipline -> Organizational Culture	0.256	2.784	0.006	Significant
Work Discipline -> Employee Performance	0.644	13.562	0.000	Significant
Work Motivation -> Organizational Culture	0.251	3.389	0.001	Significant
Work Motivation -> Employee Performance	0.131	2.598	0.010	Significant
Career Development -> Organizational Culture	0.312	3.858	0.000	Significant
Career Development -> Employee Performance	0.131	2.870	0.005	Significant

Based on the table above, it is found that:

- Work Motivation (X1) on Organizational Culture (Z)

The path coefficient value was obtained with a positive value of 0.251. It is also known that the T-Statistics value (3.389) $> T$ table value (1.976) and the P-value (0.001) < 0.05 so that the hypothesis H0 is rejected and H1 is accepted. This condition explains if there is a significant positive influence of Work Motivation (X1)

on Organizational Culture (Z). This explains that increasing work motivation values can increase changes in organizational cultural values, and vice versa.

b. Work Discipline (X2) on Organizational Culture (Z)

The path coefficient value was obtained with a positive value of 0.256. It is also known that the T-Statistics value (2.784) > T table value (1.976) and the P-value (0.006) < 0.05, so the hypothesis H0 is rejected and H1 is accepted. This explains if there is a positive and significant influence of Work Discipline (X2) on Organizational Culture (Z). This can describe whether the value of work discipline which has increased can change the value of organizational culture which has also increased, and vice versa.

c. Career Development (X3) to Organizational Culture (Z)

The path coefficient value was obtained with a positive value of 0.312. It is also known that the T-Statistics value (3.858) > T table value (1.976) and the P-value (0.000) < 0.05, so the hypothesis H0 is rejected and H1 is accepted. This explains if there is a significant influence of Career Development (X3) on Organizational Culture (Z). This can be described as if the value of career development increases, it can change the value of organizational culture to increase as well, and vice versa.

d. Work Motivation (X1) on Employee Performance (Y)

The path coefficient value was obtained with a positive value of 0.131. It is also known that if the T-Statistics value (2.598) > T table value (1.976) and the P-value (0.010) < 0.05, then the hypothesis H0 is rejected and H1 is accepted. This condition explains if there is a significant and positive influence of Work Motivation (X1) on Employee Performance (Y). This condition explains that increasing work motivation values can affect improving employee performance, and vice versa.

e. Work Discipline (X2) on Employee Performance (Y)

The path coefficient value was obtained with a positive value of 0.644. It is also known that if the T-Statistics value (13.562) > T table value (1.976) and the P-value (0.000) < 0.05, then the hypothesis H0 is rejected and H1 is accepted. This condition explains if there is a positive and significant influence of Work Discipline (X2) on Employee Performance (Y). This condition illustrates that if the work discipline value increases, the employee's performance value will also increase, and vice versa.

f. Career Development (X3) on Employee Performance (Y)

The path coefficient value was obtained with a positive value of 0.131. It is also known that if the T-Statistics value (2.870) > T table value (1.976) and the P-value (0.005) < 0.05, then the hypothesis H0 is rejected and H1 is accepted. This results in a statement that there is a significant positive influence of Career Development (X3) on Employee Performance (Y). This condition is described as if the value of career development increases, then employee performance also increases, and vice versa.

g. Organizational Culture (Z) on Employee Performance (Y)

The path coefficient value was obtained with a positive value of 0.131. It is also known that the T-Statistics value (2.870) > T table value (1.976) and the P-value (0.005) < 0.05 so that the hypothesis H0 is rejected and H1 is accepted. This explains that there is a significant and positive influence of Organizational Culture (Z) on Employee Performance (Y). This condition is described based on the description that if the value of organizational culture increases in value, then the value of employee performance also increases significantly, and vice versa.

Table 5. Direct Effect

Path	Coefficient	T Statistics	P Values	Description
Work Discipline -> Organizational Culture -> Employee Performance	0.035	2.086	0.039	Significant
Work Motivation -> Organizational Culture -> Employee Performance	0.035	1.773	0.078	Not Significant
Career Development -> Organizational Culture -> Employee Performance	0.043	1.989	0.049	Not Significant

Based on the table above, it is found that:

a. Work Motivation (X1) on Employee Performance (Y) through Organizational Culture (Z)

The path coefficient value was obtained with a positive value of 0.035. It is also known that the T-Statistics value (1.773) < T table value (1.976) and the P-value (0.078) > 0.05 so that the hypothesis H0 is accepted. This explains if there is no influence of Work Motivation (X1) on Employee Performance (Y) through Organizational Culture (Z) or the Organizational Culture (Z) variable cannot be an intervening factor between Work Motivation (X1) on Employee Performance (Y).

b. Work Discipline (X2) on Employee Performance (Y) through Organizational Culture (Z)

The path coefficient value was obtained with a positive value of 0.035. It is also known that the T-Statistics value (2.086) > T table value (1.976) and the P-value (0.039) < 0.05 so that the hypothesis H0 is rejected and H1 is accepted. This provides a statement if there is an influence of Work Discipline (X2) on Employee Performance (Y) through Organizational Culture (Z) or the Organizational Culture variable (Z) can be an intervening factor between Work Discipline (X2) on Employee Performance (Y).

c. Career Development (X3) on Employee Performance (Y) through Organizational Culture (Z)

The path coefficient value was obtained with a positive value of 0.043. It is also known that the T-Statistics value (1.989) > T table value (1.976) and the P-value (0.043) < 0.05 so that the hypothesis H0 is rejected and H1 is accepted. This explains that there is a significant and positive influence of Career Development (X3) on Employee Performance (Y) through Organizational Culture (Z) or the Organizational Culture (Z) variable that can be used as an intervening between Career Development (X3) on Employee Performance (Y).

4. The Influence of Work Motivation on Organizational Culture at the Regional V Makassar Airport Authority Office

It is known that the T-Statistics value (3.389) > T table value (1.976) and the P-value (0.001) < 0.05 so that the hypothesis H0 is rejected and H1 is accepted. This explains if there is a significant and positive influence of Work Motivation (X1) on Organizational Culture (Z). This condition illustrates the results if the value of work motivation increases, then the value of organizational culture also increases, and vice versa.

In line with this, Firanti said that every company has an organizational culture. A positive organizational culture can have a good influence on its employees, and vice versa. A good culture can also increase employee motivation, performance, and morale. The research results also prove that the significance is 0.001 and <0.05. This condition explains that organizational culture influences work motivation.

5. The Influence of Work Discipline on Organizational Culture at the Regional V Makassar Airport Authority Office

It is known that the T-Statistics value is (2.784) > T table value (1.976) and the P-value (0.006) < 0.05, then the hypothesis H0 is rejected and H1 is accepted. This condition explains if there is a significant and positive influence of Work Discipline (X2) on Organizational Culture (Z). This condition states that if the value of work discipline increases, then this affects the organizational culture which also experiences an increase in value, and vice versa.

The results of this research are supported by Sutrisno's research which explains that organizational culture is a factor that can determine a person's attitudes, beliefs, and behavior when proceeding in an organization. This influence can be assessed from the extent to which a person can be motivated to respond to their cultural environment. Organizational culture certainly influences employee behavior, which in turn influences the way employees make decisions. A good organizational culture can have an impact on the implementation of existing values and norms in the organization, as well as providing several positive effects on the surrounding environment.

6. The Influence of Career Development on Organizational Culture at the Regional V Makassar Airport Authority Office

It is known that the T-Statistics value is (3.858) > T table value (1.976) and the P-value (0.000) < 0.05, then the hypothesis H0 is rejected and H1 is accepted. This explains if there is a significant and positive influence

of Career Development (X3) on Organizational Culture (Z). This condition explains that the increasing value of career development can influence increasing the value of organizational culture.

In line with research from Meirino Setyaji, the results obtained show that the factor that influences career development is organizational culture. Organizational culture itself can influence career development and can create commitment from employees. Development in final planning must start from the employee's desire to work so that loyalty will be formed. The strength of employee loyalty is determined by the amount of values and beliefs that emerge in the company environment.

7. The Influence of Work Motivation on Employee Performance at the Regional V Makassar Airport Authority Office

It is known that the T-Statistics value is $(2.598) > T$ table value (1.976) and the P-value $(0.010) < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted. This condition explains if there is a significant and positive influence of Work Motivation (X1) on Employee Performance (Y). This condition explains if the increasing value of work motivation can influence increasing the value of employee performance, and vice versa.

According to Seo, when carrying out a job, leaders need to motivate their employees so they can complete their work well. Research from SEO states that employee performance can increase if it is supported by motivation provided by organizational leaders. Apart from that, this motivation can increase employee comfort when working, thereby supporting an increase in the quality of employee performance and employee job satisfaction.

8. The Influence of Work Discipline on Employee Performance at the Regional V Makassar Airport Authority Office

It is known that the T-Statistics value $(13.562) > T$ table value (1.976) and the P-value $(0.000) < 0.05$ so that the hypothesis H_0 is rejected and H_1 is accepted. This explains that there is a significant and positive influence of Work Discipline (X2) on Employee Performance (Y). This condition is explained as the value of work discipline increasing, so employee performance also increases, and vice versa,

According to Hariandja, increasing discipline is a factor that influences human resource management to increase employee performance. Raharjo also said that work discipline can influence employee performance. Discipline in an organization is mandatory because it can affect the quality and quantity of work completed by employees. Sinambela stated that discipline has benefits in educating employees to comply with regulations and policies. This has been proven from research conducted by Wau which states that work discipline influences employee performance.

9. The Influence of Career Development on Employee Performance at the Regional V Makassar Airport Authority Office

It is known that the T-Statistics value is $(2.870) > T$ table value (1.976) and the P-value $(0.005) < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted. This explains if there is a significant and positive influence from Career Development (X3) on Employee Performance (Y). This statement also affects the condition that if the value of career development increases, then this can also increase the value of employee performance.

Larasati has the opinion that if a company wants its goals to be achieved, it needs to provide education regarding positive career development for its employees. This is done because it can influence the company's success in achieving targets. However, research results from Larasati have stated that there is no influence of career development on employee performance. Meanwhile, Wahyudi's research shows that career development has a significant and positive influence on employee performance.

10. The Influence of Organizational Culture on Employee Performance at the Regional V Makassar Airport Authority Office

It is known that the T-Statistics value is $(2.870) > T$ table value (1.976) and the P-value $(0.005) < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted. This explains if there is a significant and positive influence of Organizational Culture (Z) on Employee Performance (Y). This statement is in line with the condition if the value of organizational culture increases, employee performance also has an increase in value, and vice versa.

In line with the results of this research, Munandar stated that organizational culture is directly related to employee performance. This is due to the condition that when maximizing organizational cultural values, employee performance will go hand in hand with the implementation that has been exemplified in the organizational culture. Organizational culture also helps employees to interact with each other and form good interactions so that together employees can achieve the ultimate goals of the company. This is also proven by research from Munandar if there is an influence of organizational culture on employee performance.

11. The Influence Of Work Motivation On Employee Performance Is Mediated By Organizational Culture At The Regional V Makassar Airport Authority Office

It is known that the T-Statistics value (1.773) < T table value (1.976) and the P-value (0.078) > 0.05 so that the hypothesis H0 is accepted. This condition states that there is no influence from Work Motivation (X1) on Employee Performance (Y) through Organizational Culture (Z) or the Organizational Culture variable (Z) cannot be an intervening factor between Work Motivation (X1) on Employee Performance (Y).

Performance is a function of motivation and ability. Managers must be able to set an example of having high motivation and high achievement. Organizational culture also has a strong influence on shaping agile employee performance. Employees who obey the rules and understand the company's goals can be formed by instilling organizational culture. Organizational culture is the culture that an organization has which makes it the identity of the organization. Ionica has provided evidence that motivation and culture can increase employee performance. Companies can handle organizational culture and human resources to increase employee performance.

12. The Influence Of Work Discipline On Employee Performance Is Mediated By Organizational Culture At The Regional V Makassar Airport Authority Office

It is known that the T-Statistics value (2.086) > T table value (1.976) and the P-value (0.039) < 0.05 so that the hypothesis H0 is rejected and H1 is accepted. This condition explains that there is a significant and positive influence of Work Discipline (X2) on Employee Performance (Y) through Organizational Culture (Z) or the Organizational Culture (Z) variable can intervene between Work Discipline (X2) on Employee Performance (Y).

Oupen stated that high discipline tends to increase work efficiency and productivity. Employees who are disciplined in completing their assignments by adjusting schedules, respecting available time and resources, and implementing work procedures well can complete work tasks effectively and in a shorter time, which can increase employee and organizational performance.

Furthermore, according to Fathurahman and Ahman, the organizational culture created by the company has been proven to influence employee discipline and performance. Organizational culture is related to a shared system shared by several members. Organizational culture develops with employees so that it becomes an organizational identity. This explains that every improvement or evaluation of organizational culture can improve overall employee performance.

13. The Influence Of Career Development On Employee Performance Is Mediated By Organizational Culture At The Regional V Makassar Airport Authority Office

It is known that the T-Statistics value (1.989) > T table value (1.976) and the P-value (0.043) < 0.05 so that the hypothesis H0 is rejected and H1 is accepted. This condition explains that there is a significant and positive influence of Career Development (X3) on Employee Performance (Y) through Organizational Culture (Z) or the Organizational Culture variable (Z) that can intervene between Career Development (X3) on Employee Performance (Y).

Career development itself is related to measuring and assessing the performance of the organization. Employees who have a good appearance will have the opportunity to obtain good career development as well. UU no. 13 of 2003 concerning Employment Article 1 paragraph (9) states that career is closely related to job training. Apart from that, this is also related to activities to provide, develop, or increase productivity, competence, discipline, and work attitudes following the potential, skills, and position held.

Apart from that, organizational culture can also help improve employee performance. Several factors are important in developing an organizational culture, namely a caring attitude, courage, leadership, and competitiveness. So organizational culture also requires several other factors in improving employee performance.

E. CONCLUSION

This research concludes that work motivation has a significant and positive impact on organizational culture and employee performance. The findings show that there is a strong relationship between the level of work motivation strengthening organizational culture and increasing employee performance. On the other hand, research also reveals that Work Discipline has a significant and positive influence on Organizational Culture and Employee Performance. By maintaining a level of work discipline, organizations can form a strong culture and increase employee productivity. Furthermore, Career Development has also been proven to have a significant positive impact on Organizational Culture and Employee Performance. Organizational efforts in facilitating employee career development not only contribute to improving culture but also provide a positive boost to employee overall performance. In this context, Organizational Culture is identified as a key factor that has a significant and positive influence. The existence of a strong culture can create a positive work environment, increase employee engagement, and overall strengthen organizational performance. Interestingly, although work motivation does not directly influence employee performance through organizational culture, work discipline, and career development emerge as the main drivers in improving employee performance through the formation of a positive culture. Therefore, organizations need to consider the importance of work motivation, work discipline, and career development as integral strategies in forming a culture that supports and improves employee performance.

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