

Organizational Culture and Education in Training against Job Satisfaction, through Work Discipline and The Procurement Section

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Abstract

This research aims to determine the Influence of Organizational Culture and Education and Training on Job Satisfaction Through Work Discipline in the Procurement of Goods / Services in Central Mamuju Regency. This research was carried out in the Procurement of Goods and Services Section of Central Mamuju Regency for 2 (two) months. This study used a quantitative approach, purposive sampling techniques, and a sample number of 50 respondents. The method of analysis is path analysis (Path Analysis). The Substructure, 1 Pathway analysis test showed that the coefficient value of the organizational cultural path to the work discipline was 0.713 with a significance of 0.000, which means a positive and significant influence. The results of the sub-structure 2 test showed the coefficient value of the organizational cultural path to job satisfaction of 0.374 with a significance of 0.000, which means that there is a positive influence and recognition of organizational culture on job satisfaction. The Education and Training path to job satisfaction coefficient value is 0.088 with a significance of 0.269. It means there is no positive and significant relationship between education and training to job satisfaction. The coefficient value of the path of work discipline to job satisfaction amounts to 0.430 and significant, 0.000, which means that education and training have a positive and significant relationship to job satisfaction. The results of the indirect influence test prove that organizational culture through work discipline has no significant effect on Job Satisfaction. In contrast, education and training through work discipline have a significant positive influence on Job Satisfaction in the Procurement Section of Central Mamuju Regency.

Keywords

Organizational Culture, Education and Training, Discipline, and Job Satisfaction.

1. Introduction

This research examines the influence of organizational culture and education and training on job satisfaction through work discipline in the procurement of goods/services of the Central Mamuju regency. Based on the initial observations, researchers found several problems that need to be considered in the Procurement of Goods / Services of Central Mamuju Regency related to the development of human resources, especially in the education and training of employees (Ilyas et al., 2022; Tamsan & Yusriadi, 2022). The organization's strength in the Procurement Department of Goods / Services of Central Mamuju Regency has not fully improved employee performance and discipline. It can be seen from the often-late employees enter the office, returning home earlier than the set hours of return resulting in service to the community is often hampered (Arfan et al., 2021). The problem is related to Job Satisfaction in the Procurement of Goods / Services Section of Central Mamuju Regency is still not running optimally (Rusli et al., 2021; Seppa et al., 2021; Sukimi et al., 2019). It can be seen in terms of quality; there are still many employees who cannot match their field of work.

Organization is defined as a social unit of a group of individuals (people), who interact with each other according to a structured pattern in a certain way, so that each member of the organization has their respective duties and functions, and as a unit has certain goals, and has boundaries. clear boundaries, so that the organization can be firmly separated from its environment.

Neoclassical theory is simply a theory/flow of human relations (the human relations movement). Neoclassical theory was developed based on classical theory. The assumption of this theory is that it emphasizes the importance of the psychological and social aspects of employees as individuals and as part of their work groups. Based on this assumption, neoclassical theory defines "an organization" as a group of people with a common goal.

(Indahingwati et al., 2019; Tamsan & Yusriadi, 2022) states that organizational culture is a system of values that is believed by all members of the organization, and which is studied, applied, and developed on an ongoing basis, functions as an adhesive system, and is used as a reference for behavior within the organization to achieve predetermined company goals. Another opinion was expressed by (Muhammad Ybnu et al., 2021), which states that organizational culture is the norms and values that direct the behavior of organizational members. Each member will behave according to the prevailing culture to be accepted by his environment. According to (Aci et al., 2021), organizational culture is a system of values, beliefs and habits in an organization that interacts with the structure of its formal system to produce norms of organizational behavior.

2. Literature Review

Suggest that organizational culture is a shared value, principle, tradition, and way of doing things that affect how organizational members act (Umar et al., 2021). Similarly, organizational culture is the shared assumptions, values, and beliefs that guide the actions of the members of the organization (Heranto et al., 2021).

"Government Regulation No. 101 of 2000 concerning education and training of civil servant positions defines the Education and Training of Employee Positions, which is referred to as training as the process of organizing teaching and learning to improve employees' ability (Asfar et al., 2021; H Tamsah et al., 2020). From several opinions formulated by experts regarding the understanding of training, it can be formulated that training is the process of teaching certain knowledge, skills, and attitudes so that workers are more skilled and able to carry out their responsibilities better by standards (Ilyas et al., 2022; Kurniawan et al., 2022; Nath et al., 2021; Setianto et al., 2022; Agung Suharyanto et al., 2021). While in this study, training is defined as the participation of employees in teaching certain knowledge and skills and attitudes, so that employees are more skilled and able to carry out their responsibilities better, by standards.

Gives the following understanding of work discipline: Work discipline is an attitude of respect, respect, obedience, obeying all applicable regulations, both written and unwritten, and being able to carry out and not avoid accepting sanctions if he violates the duties and authorities given to him (Mastulen et al., 2021). In this study, work discipline is defined as an employee's attitude who obeys the set norms and regulations. From several opinions formulated by experts on the understanding of work discipline, it can be formulated that "work discipline is an attitude of a person who obeys and obeys the norms and regulations that have been set (Mastulen et al., 2021; Muchzen et al., 2019; Munir & Ilyas, 2017).

Job satisfaction is the effectiveness or emotional response to various aspects of work (Kadir et al., 2021; Nasrullah et al., 2021; Hasmin Tamsah et al., 2021). Describes job satisfaction as a set of employees' feelings about the fun or not of their work. Job satisfaction is a common attitude towards a person's work that shows the difference between the number of awards a worker receives and the amount they believe they should receive (Umanailo et al., 2021; Usra et al., 2021; Zakaria et al., 2019). Job satisfaction is an emotional attitude that is fun and loves his work. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside of work, and inside and outside (Kasmiaty et al., 2021; Lionardo et al., 2021).

Organizational culture affects work discipline in the Procurement Department of Goods / Services of Central Mamuju Regency; Training affects the discipline of work in the Procurement of Goods / Services Department of Central Mamuju Regency; Organizational culture affects job satisfaction in the Procurement Department of Goods / Services of Central Mamuju Regency; Training affects job satisfaction in the Procurement of Goods / Services of Central Mamuju Regency; Work Discipline affects Job Satisfaction in the Procurement of Goods / Services Section of Central

Mamuju Regency; Organizational culture affects job satisfaction through work discipline in the Procurement of Goods / Services Section of Central Mamuju Regency; Training affects job satisfaction through work discipline in the Procurement of Goods / Services Section of Central Mamuju Regency.

3. Methods

The type of research used in this research is quantitative research. Quantitative research method is one type of research whose specifications are systematic, well-planned, and clearly structured from the beginning to the making of the research design. Quantitative research methods, as stated by (Sugiyono, 2017) are: "Research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis. Quantitative research approaches are methods for testing certain theories by examining relationships between variables. The population in this study was taken from employees of the Procurement of Goods / Services Department of Central Mamuju Regency. There were 50 people with a nonprobability sampling sample withdrawal technique with a purposive sampling type. The analysis method used is Path Analysis or Path Analysis.

4. Results

4.1 Research Instrument Test Results

Validity Test Results are presented in Table 1-5

Table 1. Validity Test Results of Organizational Culture

No	Statement	R-Count	R-Table	Information
1	X1. 1	0.822	0.284	Valid
2	X1. 2	0.780	0.284	Valid
3	X1. 3	0.736	0.284	Valid
4	X1. 4	0.793	0.284	Valid

Table 2. Validity Test Results of Education and Training

No	Statement	R-Count	R-Table	Information
1	X2. 1	0.789	0.284	Valid
2	X2. 2	0.789	0.284	Valid
3	X2. 3	0.761	0.284	Valid
4	X2. 4	0.676	0.284	Valid
5	X2. 5	0,493	0.284	Valid

Table 3. Validity Test Results of Work Discipline

No	Statement	R-Count	R-Table	Information
1	Y1. 1	0,508	0,284	Valid
2	Y1. 2	0,571	0,284	Valid
3	Y1. 3	0,659	0,284	Valid
4	Y1. 4	0,771	0,284	Valid
5	Y1. 5	0,749	0,284	Valid
6	Y1. 6	0,706	0,284	Valid
7	Y1. 7	0,759	0,284	Valid
8	Y1. 8	0,478	0,284	Valid

Table 4. Validity Test Results of Job Satisfaction

No	Statement	R-Count	R-Table	Information
1	Y2. 1	0.797	0.284	Valid
2	Y2. 2	0.753	0.284	Valid
3	Y2. 3	0.794	0.284	Valid
4	Y2. 4	0.577	0.284	Valid

The validity test results show that the entire question item on the four overall guessing variables has a greater R-Count value than R-Table. Thus, the indicators or questionnaires used in this study were declared valid.

Table 5. Reliability Test Result Table

Variable	Cronbach Alpha	N of Items
Organizational Culture (X1)	0,769	5
Education and Training (X2)	0,713	5
Work Discipline (Y1)	0,807	8
Job Satisfaction (Y2)	0,809	4

Based on the reliability test results, all research instruments are declared reliable because they have a Cronbach Alpha of more than 0.70 (A. Suharyanto et al., 2021).

4.2 Substructure Path Analysis Test Results 1

Table 6. Simultaneous Test Results

ANOVA						
Type		Sum Of Squares	df	Mean Square	f	Sig.
1	Regression	320.810	2	160.405	15.380	.000b
	Residual	490.170	47	10.429		
	Total	810.980	49			
A. Dependent Variable: Work Discipline (Y1)						
B. Predictors: (Constant), Education and Training (X2), Organizational Culture (X1)						

Source: Output Stats, 2021

Based on the results of the simultaneous test (Table 6), the Organizational Culture Variable (X1) and Education and Training (X2) against the Job Satisfaction variable (Y1) have a significance value of 0.000, which means that the variables X1 and X2 have a simultaneous and significant effect on variable Y1. Thus, individual testing can be done. Furthermore, to find out how much influence the variables X1 and X2 have on Y1, it can be known through the following Summary Model Table 7:

Table 7. Summary Model Table

Type	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.629a	.396	.370	3.229
a. Predictors: (Constant), Education and Training (X2), Organizational Culture (X1)				

Source: Output Stats, 2021

Based on the Summary Model table, the "magnitude of the value of R square" is .396, that is, "the contribution of the influence of X_1 and X_2 to Y_1 is 39.6%", the rest of which is 60.4% is another influential variable that is not studied. As for the value of $e_1 = \sqrt{1 - 0,396} = 0,777$.

Partial or self-contained testing is intended to see how much influence each independent variable has on the dependent variable. For this model of structure 1, the effect of each variable can be seen in the confusion table of the following SPSS 25 output results (Table 8):

Table 8. Partial Test Results Table

Type		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.132	3.831		1.862	.069
	Organizational Culture (X1)	.725	.142	.713	5.109	.000
	Education and Training (X2)	1.165	.382	.605	3.045	.004

a. Dependent Variable: Work Discipline (Y1)

Source: Output Stats, 2021

Based on regression analysis obtained (Table 8), the result that the Organizational Culture Variable (X1) has a beta coefficient value of 0.713 with a significant rate of $0.000 < 0.05$; this proves that the Organizational Culture Variable (X1) has a positive and significant effect on the Work Discipline variable (Y1).

Furthermore, for the testing of the variable Education and Training (X2) against the "Discipline" of Work (Y1), where the variable beta coefficient value X2 is 0.605 with a recognition rate of $0.004 < 0.05$. This "proves that education and training have a positive and significant influence on the Discipline of Work."

Based on these values, a path diagram for Sub-Structure 1 is obtained as follows in Figure 1:

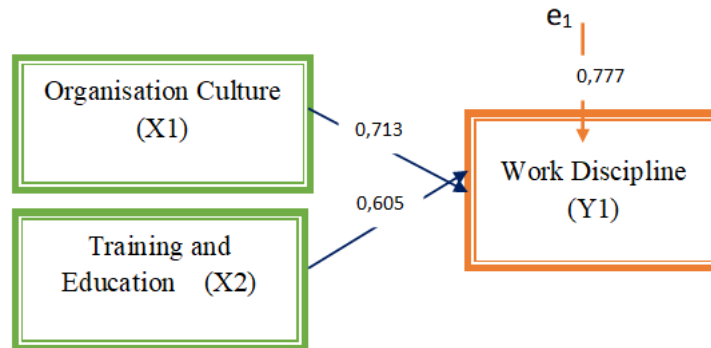


Figure 1. Substructure Path Diagram 1

Thus, can be obtained structural equations for sub-structure 1 as follows:

$$Y = \rho_{yX1}X1 + \rho_{yX2}X2 + \epsilon_1$$

$$Y = 0.713X1 + 0.605X2 + 0.777$$

Based on the structural equation sub-structure 1, it can be explained that: Work Discipline (Y1) was influenced by Organizational Culture (X1) and Education and Training (X2) simultaneously and significantly by 39.6%, and other variables outside of this study influenced the remaining 60.4%; The coefficient of the path X1 to Y1 is 0.713. ρ means the relationship between variables is positive or strong enough and unidirectional. A significance value of 0.000 means a positive and significant influence. Unidirectional means that with a good organizational culture, employees feel the discipline of Work (Y1) will increase. Vice versa, bad Organizational Culture (X1) felt by employees, then work discipline (Y1) will also be lower; The coefficient value of the path Education and Training (X2) against Work Discipline (Y1) is 0.605 with a significance level of 0.000 which proves that Education and Training have a positive relationship and are in line with Work Discipline. As intense as the Education and Training (X2) program follows

employees, the discipline of Work (Y1) will also be higher. Vice versa, the lower the intensity of the Education and Training (X2) program followed by employees, the Work Discipline (Y1) will also below. The significance value of the two variables is 0.001, so it is concluded that Education and Training have a positive and significant effect on Work Discipline.

4.3 Substructure Path Analysis Test Results 2

Table 9. Simultaneous Test Results Table

Type		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2126.351	3	708.784	44.498	.000b
	Residual	1656.566	104	15.929		
	Total	3782.917	107			
a. Dependent Variable: Job Satisfaction (Y2)						
b. Predictors: (Constant), Work Discipline (Y1), Education and Training (X2), Organizational Culture (X1)						

Source: SPSS statistical data output, 2021

The magnitude of the influence of cultural variables "organization (x_1), Education and training (X2), and Work Discipline (Y1) on Job Satisfaction (Y2) can be known through the following table of Sub-structure Summary Model (Table 9), ":

Table 10. Model Summary

"Model"	R	R Square	Adjusted "R Square"	"Std. Error of the Estimate"
1	.750a	.562	.549	3.991
a. Predictors: (Constant), Work Discipline (Y1), Education and Training (X2), Organizational Culture (X1)				

Source: SPSS Output,25

The R square magnitude value is 0.562, indicating that the contribution of the influence of x_1 and X2 and Y1 to Y2 is 56.2% (Table10). The remaining 43.8% is influenced by other variables not included in the study. To obtain the value $e_2 = \sqrt{1 - 0,562} = 0,661$. For this model of structure 2, the influence of each variable can be seen in the corresponding graph of the following SPSS 25 output results.

Table 11. Partial Test Results (Coefficients)

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.437	2.174		.661	.510
	Organizational Culture (X1)	.231	.047	.374	4.942	.000
	Education and Training (X2)	.128	.115	.088	1.112	.269
	Work Discipline (Y1)	.494	.098	.430	5.043	.000
a. Dependent Variable: Job Satisfaction (Y2)						

Based on regression analysis (Table 11), the results were obtained that the Organizational Culture Variable (X1) has a beta coefficient value of 0.374 with a significant level of $0.000 < 0.05$, this proves that the Organizational Culture Variable (X1) has a positive and significant effect on the Job Satisfaction variable (Y2). Furthermore, for the testing of the Education and Training variable (X2) against Job Satisfaction (Y2), where the beta coefficient value of variable X2 is 0.088 with a recognition rate of $0.269 > 0.05$. It proves that education and training do not significantly influence job satisfaction (Y2).

In a partial test of the work discipline variable against job satisfaction (Y2), it was seen that the variable beta coefficient value of Y1 was 0.430" with a significance level of $0.000 < 0.05$. This proves that Work Discipline has a positive and significant influence on Job Satisfaction" (Y2).

Based on the results of these values, a path diagram for the Sub-Structure is obtained as follows:

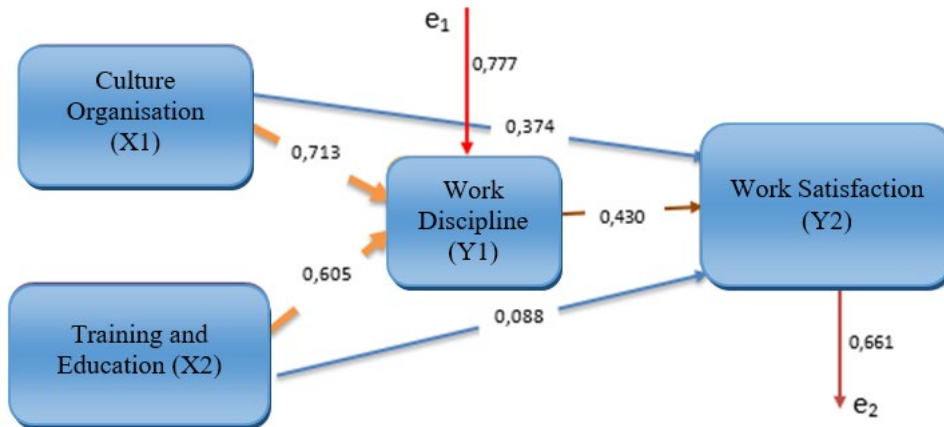


Figure 2. Research Overall Path Diagram

Job Satisfaction (Y2) was influenced by Organizational Culture (X1), Education and Training (X2) (Figure 2), and Work discipline (Y1) simultaneously and significantly by 56.2%, and the remaining 43.8% were influenced by other variables outside of this study.

Based on the analysis results, the coefficient value of the path X1 to Y2 is 0.374, with a signification value of .000. The correlation of 0.374 means the relationship between Organizational Culture (X1) and Job Satisfaction is quite strong. In the direction of that, the Organizational Culture of employees feels that job satisfaction will also be better. Vice versa, the bad organizational culture that employees feel, then the level of Job Satisfaction will also be lower. The correlation of the two variables is positively significant because the significance values of both variables are $0.00 < 0.05$.

The coefficient value of the path X2 to Y2 is 0.088 with a significance of 0.269. 0.088 means a correlation between Education and Training (X2) and Job Satisfaction proves positive and unidirectional. Positive results from correlation values indicate a variable trend of education and training increasing followed by increased job satisfaction, although very weak and insignificant. It can be concluded that there is no significant relationship between "education and training on employee job satisfaction."

It proved that Y1 has a positive and significant influence on Y2. The "coefficient value "of the path Y1 to Y2 is 0.430 with a significance of 0.00. The correlation of 0.430 means that the relationship between variables of Work Discipline to Job Satisfaction is very strong. In the direction that is, as good as the work discipline shown by employees, job satisfaction will increase. Vice versa, the lower the work discipline, the lower the job satisfaction will also be. The influence of the two significant positive variables is $0.00 < 0.05$.

"It is known that the direct influence given by X1 on Y2 is 0.374. The indirect influence of X1 through Y1 on Y2 is the multiplication between the beta value of X1 through Y1 to Y2 and Y1 to Y2. It is $0.713 \times 0.430 = 0.306$. Then the total influence given by X1 to Y2 is a direct influence coupled with indirect influences, namely: $0.374 + 0.306 = 0.68$. Based on the calculation results above, it is known that the value of direct influence is 0.374 and indirect influence is 0.306. It means that the value of indirect influence is smaller than the value of direct influence" Thus, it can be concluded that indirectly X1 through Y1 has no significant effect on Y2.

"It is known that the direct influence given by X2 on Y2 is 0.088. The indirect influence of X1 through Y1 on Y2 is the multiplication between the beta value of X2 through Y1 to Y2 and Y1 to Y2. It is $0.605 \times 0.430 = 0.260$. Thus, the total influence given by X2 on Y2 is a direct influence coupled with indirect influences, namely: $0.088 + 0.260 = 0.348$. Based on the calculation results above, it is known that the value of direct influence is 0.088 and indirect influence is 0.348, which means that the value of indirect influence is greater than the value of direct influence". Thus, it can be concluded that indirectly X2 through Y1 has a significant influence on Y2.

Hypothesis 1. Based on the results of the analysis, the value of Organizational Culture significance (X1) of $0.00 < 0.05$, so it can be concluded that there is a direct influence of Organizational Culture on Work Discipline (Y1). Thus, the hypothesis is acceptable; **Hypothesis 2.** Based on the results of the analysis, an Education and Training significance value (X2) of $0.01 < 0.05$, so it can be concluded that there is a positive and significant direct influence of Education and Training on Work Discipline (Y1). Thus, the hypothesis is acceptable; **Hypothesis 3.** Based on the results of the analysis, the value of Organizational Culture significance (X1) of $0.00 < 0.05$ was obtained, so it can be concluded that there is a direct influence of Organizational Culture on job satisfaction (Y2). Thus, the hypothesis is acceptable; **Hypothesis 4.** Based on the results of the analysis, the value of Educational and Training significance (X2) of $0.088 > 0.05$, so it can be concluded that there is no direct and significant influence of Education and Training on Job Satisfaction (Y2). The hypothesis is unacceptable.

Hypothesis 5. Based on the results of the analysis, the value of work discipline significance (Y1) of $0.00 < 0.05$, so it can be concluded that there is a positive and significant direct influence of work discipline on job satisfaction (Y2). Thus, the hypothesis is acceptable; **Hypothesis 6.** Based on the results of regression coefficient calculations, it is known that the value of the direct influence of X1 on Y2 is 0.374, and the indirect influence is 0.306, which means that the value of indirect influence is smaller than the value of direct influence. Thus, it can be concluded that indirectly the culture of the organization through work discipline has no significant effect on Job Satisfaction in the Procurement Section of Goods / Services of Central Mamuju Regency; **Hypothesis 7.** Based on the regression coefficient calculation results, it is known that the value of direct influence (X2) on job satisfaction (Y2) is 0.088 and indirect influence is 0.348, which means that the value of indirect influence is greater than the value of direct influence. Thus, it can be concluded that indirectly education and training through work discipline have a significant influence on Job Satisfaction in the Procurement of Goods / Services of the Central Mamuju Regency.

5. Conclusion

Based on data analysis, it can be concluded that the direct relationship between organizational culture and Education and Training influences the discipline of work in the Procurement of Goods / Services of the Central Mamuju Regency. Also, the organizational culture of job satisfaction has a strong and significant influence. Work discipline greatly affects job satisfaction in the Procurement of Goods / Services of Central Mamuju Regency. The correlation between Education and Training to job satisfaction proved less strong and had no significant effect.

The results of indirect relationship testing have proven that there are positive and significant improvements in education and training through work discipline towards job satisfaction. In contrast, organizational culture through work discipline has no significant effect on job satisfaction in the Procurement Section of Goods / Services of Central Mamuju Regency.

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