



Work Culture, Information Technology, and Employee Performance: The Mediating Role of Work Discipline

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ABSTRACT

This study aims to empirically examine the influence of work culture and information technology on employee performance, with work discipline as a mediating variable at the Department of Communication, Informatics, Statistics, and Encryption of Lubuklinggau City. The research was conducted at the aforementioned department, addressing issues such as the lack of data-based evaluations of program effectiveness, which hinders optimal service improvement; a lack of responsibility in task completion, leading to delays in program and public service implementation; and limited bandwidth causing slow internet connectivity. The population in this study consists of all employees at the Department of Communication, Informatics, Statistics, and Encryption of Lubuklinggau City. The sample includes 47 respondents from the same department. This is a quantitative study employing the Structural Equation Modeling (SEM) method using SmartPLS 4.0 software. The results show that work culture and information technology, both partially and simultaneously, have a significant effect on employee performance. Additionally, work culture and information technology also influence work discipline, both individually and collectively. Furthermore, work culture and information technology, mediated by work discipline, significantly impact employee performance.

INTRODUCTION

The success of organizations, including governmental bodies, in the era of fierce competition and rapid technological advancement, hinges on the effectiveness of their human capital. No amount of sophisticated infrastructure will be able to realize the vision, mission, and goals of the organization unless there are willing, adaptive, and skilled employees. Research has indicated that the culture of work, integration of information technology (IT), and discipline have a significant impact on employee performance, as all three contribute to the overall process and

product work (Abubakar, Elrehail, Alatailat, & Elçi, 2019). For public agencies, a strong work culture precepts constructive positive values, norms, habits of teamwork, innovation, and a service orientation, which bolsters productivity. On the other hand, IT improves speed and precision in the flow of data as well as in the execution of bureaucratic functions. However, the productivity of the two is frequently restrained by low discipline concerning adherence to time, adherence to rules, and procedure and duty fulfillment (Lauring, Jonasson, & Sanden, 2025). This is the case of Diskominfo, the Lubuk Linggau City Communication, Informatics, Statistics, and Cryptography Services. The 2024 performance report indicates that the majority of targets were accomplished, including achieving an SPBE Index of 2.64 (target 2.1) and information openness of 93% (target 90%). However, two key metrics were still not achieved: KAMI Index for Electronic Systems (15 out of 16) and Readiness Systems (180 out of 185). An internal analysis cites a low grasp of information security, reactionary security practices, and a lack of identification of potential risks as the main problems (Ribeiro, Fonte, Ramos, & Silva, 2025).

The following problems also arose: (1) a less innovative work culture along with ineffective communication within teams, (2) the IT infrastructure, particularly bandwidth, does not meet the demands of a digital workload, and (3) there is inconsistency in work discipline, with late arrivals, task delay, and procrastination in task completion. Consequently, the alignment of strategy with on-the-ground execution is subpar, service processes are sluggish in their pace and reliant on technology, and there is a failure to harness technology's full potential (Wigati, 2025). The goal of this research is to analyze the effects of work culture and information technology on employee performance; IT's impact is measured both directly and indirectly through work discipline as a mediating variable within the Department of Communication, Informatics, Statistics, and Cryptography of Lubuk Linggau City. This research seeks to determine the impact of work culture on employee performance and the impact of information technology on performance. It also seeks to determine to what extent work culture influences work discipline and the role of information technology in that development. The impact of work discipline as a factor affecting employee performance is examined in conjunction with the composite effect of work culture and information technology on the work discipline. Furthermore, the study evaluates the combined impact of work culture and information technologies on overall employee performance, pinpointing work discipline as a mediating factor within these relationships

LITERATURE REVIEW

Employee Performance

Performance indicates how well an individual or organization has accomplished the goals, objectives, visions, and missions outlined in the strategic plan. It encompasses all work results and work behavior over a specified period and evaluates them in relation to preset standards of quality, quantity, timeliness, and compliance. Achievement of performance goals is only possible when reasonable targets or benchmarks have been set (Lewis, 2015). As put forth by (Vuong and Nguyen 2022), performance is a broader concept than the output of work; it also includes the achievement of a defined plan, the goals set, the motivation, the skill or competence, and the strategic attribution of the organization. It is performance, in this case, that may be defined as what employees concretely do as a result of responsibilities assigned to them which may help the organization achieve its success.

Performance indicators are used as parameters to assess the effectiveness and efficiency of work. According to (Shyr et al. 2021), put forward six main indicators, namely: Objectives, Standards, Feedback, Tools and Means, Competence, Motives and Opportunities. Thus, performance indicators not only help organizations in assessing the achievement of work results, but also become the basis for the evaluation process and continuous improvement to achieve optimal performance.

Organizational Culture

This culture originates from the practices of employees which, through repetition, become behavioral guidelines, even if not overtly captured in manuals. Work culture is not only a manifestation of what is commonly held within an organization, but it also serves as a means of social control that shapes the attitudes, motivations, and accountability of employees. Work culture encompasses the extent to which people feel engaged in a particular task, in the collaboration with others, and the resultant synergy within the organization (Paredes-Saavedra et al. 2024), This culture guides employees to shape constructive behaviors, facilitates the nurturing of internal unity, and consolidates the organization. Work culture embraces: attitude towards work, conduct during work hours, and work discipline (Brancourt, Shantika, and Mimaki 2022), Therefore, a strong work culture is one that positively enhances the organization's productivity as well as performance.

Information Technology

Human civilization has primarily been influenced by the advancement of technology, a contemporary term for the systematic creation and dissemination of information. The rudimentary forms of technology, for instance, symbols and images, have undergone a rapid advancement into the contemporary electrical and computer digitized systems. Technology, in the modern context, encompasses hardware, software, and users (or peopleware), as well as any technology directed towards the acquisition, processing, storage, and dissemination of data. As stated (Al Naqbi, Bahroun, and Ahmed 2024), information technology systems go beyond traditional aids, serving as a strategic tool for enhancing efficiency, productivity, and the quality of decisions made. IT systems provide aids for enabling automated systems, processing data, and communication regardless of distance, and during a timeframe, which would be impossible with conventional systems. IT systems also aid in strengthening the performance of the organization and supporting the aid in enhancing the transparency of the public services. Kraus et al. (2021), stated the indicators of IT as: hardware, software, database, network and people. Information technology, in conclusion, is a systemic amalgamation of hardware, software, networks, and humans which are interlaced during the process of managing data into information in aid of attaining organizational goals with enhanced efficiency and effectiveness..

Work Discipline

Work discipline refers to an individual's attitude toward conformity and adherence to specific rules and regulations established by an organization or institution. Discipline is often viewed as an organizational requirement, but it is more indicative of an individual's awareness and sense of responsibility, especially when it comes to executing duties without the need for constant oversight. Effective organizational discipline is critical for management to influence employee behavior as it aligns with the values and norms that have been established by the organization, and helps foster an orderly, productive, and professional work culture. Discipline is said to play a critical role in enhancing organizational effectiveness by encouraging the timely and orderly execution of tasks, maintaining adherence to procedures, and abiding by definable boundaries (Abubakar et al. 2019), Discipline strengthens effective leadership, and fosters a positive work environment that is harmonious and focused on results. As highlighted by Piwowar-Sulej and Iqbal (2023), the components of work discipline are as follows: Time discipline, Initiative and creativity, Responsibility, Obeying regulations, Attitude and behaviour, leadership style examples, rewards, and inherent supervision. Therefore, work discipline serves much more than the purpose of an instrument to monitor and regulate behavior. It lays the groundwork for precise and effective human resource governance and facilitates the continual advancement of employee performance.

METHODS

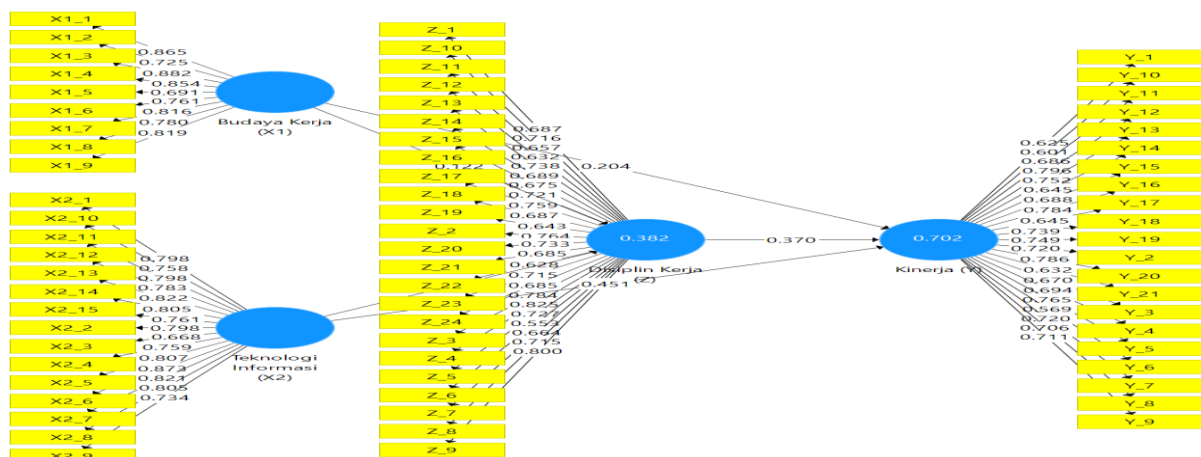
This research used a quantitative method with an associative and causal design to analyze the relationship and impact of the independent variables: work culture and information technology, the mediating variable work discipline, and the dependent variable employee performance. The main purpose of the study was to assess how the effects of intervariable analysis are implemented using Structural Equation Modeling (SEM) method with SmartPLS software version 4.0 (Ringle, Sarstedt, Sinkovics, & Sinkovics, 2023). The scope of this research was all 47 employees from the Communication, Informatics, Statistics, and Cryptography Office of Lubuklinggau City, which included 23 civil servants (PNS) and 24 non-PNS employees. Because of the small scope of the study, a saturated sampling technique (census) was used where all members of the population were sampled (Tyrer & Heyman, 2016). Data collection was done through observation—watching the behaviour or the conditions of the research subjects and through administering closed-ended questionnaires to gauge their perceptions about the variables. Additionally, some data were gathered from other relevant documents and literature.

RESULTS

Measurement Evaluation Results (Outer Model)

This research utilized the SEM approach, supported by SmartPLS version 4.0. We conducted outer model testing to assess how well the indicators represent the latent constructs in terms of validity and reliability. Evaluation of the measurement model was performed with the PLS algorithm. A visualization of the measurement model depicting the validity and reliability assessment is shown in the subsequent figure;

Figure 1. Results of PLS Alghorthm analysis



Convergent validity is assessed through individual item reliability using the standardized loading factor indicator. This value describes the strength of the correlation between each measurement item (indicator) and the construct it represents. Evaluation of the Outer Model includes the following:

Convergent Validity

Convergent validity is met when an indicator has an outer loading value higher than 0.50. The table below shows the outer loading results for all indicators of this study. From the results, all correlation values exceed the minimum threshold, indicating that each indicator accurately represents the intended construct. From the measurement model evaluation through the Partial

Least Squares (PLS) method, all outer loading values for the indicators of each construct were above 0.50. Hence, these indicators significantly contribute to explaining the latent variables, and are acceptable for the subsequent stage of analysis.

Discriminant Validity

Testing for discriminant validity involves the assessment of cross loading values of indicators with the respective indicators and constructs. This correlation of a construct with its indicators and with indicators from other constructs is termed as cross loading. A measurement model is said to have adequate discriminant validity if each indicator shows the highest correlation with its original construct as compared to other constructs. From the data processing results using SmartPLS 4.0, it was observed that all indicators exhibit the highest correlation values with the constructs they represent. This shows that all constructs have met the criteria for discriminant validity with all indicators being more precise and representative of their respective constructs.

Average Variance Extracted (AVE)

A construct is said to have good convergent validity if the AVE value is greater than the correlation to other constructs in the model and has a value greater than the threshold of 0.50. The following table shows the results concerning the calculations of the AVE values from the model used in this study. All constructs present AVE values that meet the criteria thus, supporting the fulfilment of convergent validity for each construct studied.

Table 1. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Work Culture (X1)	0.643
Information Technology (X2)	0.620
Performance (Y)	0.693
Work Discipline (Z)	0.698

Source: SmartPLS Data Processing Results 2025

According to the output results from SmartPLS, all constructs, including work culture (X1), information technology (X2), employee performance (Y), and work discipline (Z), have an Average Variance Extracted (AVE) value of greater than 0.50. This implies that all constructs satisfy the criteria for sufficient convergent validity. In addition, the square root of AVE is used to test discriminant validity by comparing the AVE against the inter-construct correlation. If the cross correlation is less than the AVE value, then discriminant validity is considered to be met. All these values are presented in the table below.

Table 2. Correlation Values Between Constructs With AVE Square Root Values

Variables	Work Culture (X1)	Work Discipline (Z)	Performance (Y)	Information Technology (X2)
Work Culture (X1)	0.802			
Work Discipline (Z)	0.328	0.706		
Performance (Y)	0.490	0.711	0.752	
Information Technology (X2)	0.364	0.608	0.750	0.787

Source: SmartPLS Data Processing Results 2025

The table presented shows that each construct's square root AVE values are higher than its correlation values with other constructs. This indicates that all constructs in this research model have adequately met the criteria for discriminant validity.

Composite Reliability

Evaluating the measurement model goes beyond assessing convergent and discriminant validity. It also examines the reliability of each construct or latent variable, which is gauged through the composite reliability values. A construct is reliable if its composite reliability value is greater than 0.70, which indicates good internal consistency. The results of the composite reliability calculations from the SmartPLS outputs are illustrated in the table below.

Table 3. Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Information
Work Culture (X1)	0.930	0.942	Reliable
Information Technology (X2)	0.956	0.961	Reliable
Performance (Y)	0.948	0.953	Reliable
Work Discipline (Z)	0.956	0.959	Reliable

Source: SmartPLS Data Processing Results 2025

The Cronbach's alpha and Composite reliability values of all variables are > 0.7 . Thus, it is concluded that all items of work culture variables (X1), information technology (X2), employee performance (Y), and work discipline (Z) are stated to be reliable. Therefore, the evaluation of the outer model conducted has met the criteria and is stated to be valid and reliable.

Structural Model Testing (Inner Model)

Once the estimation model fulfills the requirements for discriminant validity, the next task is to assess the inner or structural model. An inner model is assessed by the relationships among latent variables, through the R-squared values of each estimated relationship path, as well as their significance. The R-squared values indicate the degree to which the model's exogenous constructs account for the variance of the endogenous construct. The findings of the R-squared calculations in this study are displayed in the following table:

Table 4. R-Square Value

Variables	R Square	R Square Adjusted
Performance (Y)	0.702	0.681
Work Discipline (Z)	0.382	0.354

Source: SmartPLS Data Processing Results 2025

As shown in Table 4, the R-Squared value suggests that the work culture as well as information technology variables can explain 70.2% of the variation in the employee performance construct. On the contrary, 29.8% of the construct's variation is impacted by factors external to the research model. In the case of the work discipline construct, the R-Squared value of 38.2% suggests that work culture and information technology also account for that proportion. Comparatively, 61.8% of the variation in work discipline is due to factors not captured within the study's scope.

Path Analysis

According to the results of the data processing, the information collated is utilized to validate the study hypotheses. Each hypothesis is evaluated while taking into account the T-statistics and P-values. A hypothesis is proven true if the T-statistic exceeds the t-table and the P-

value is below 0.05. In this case, the data was treated using the bootstrap method which is applied in this case (See Figure 1). It is also important to note that Bootstrap is used to mitigate the concealment of abnormality issues in the research data.

Figure 2. PLS Bootstrapping Results

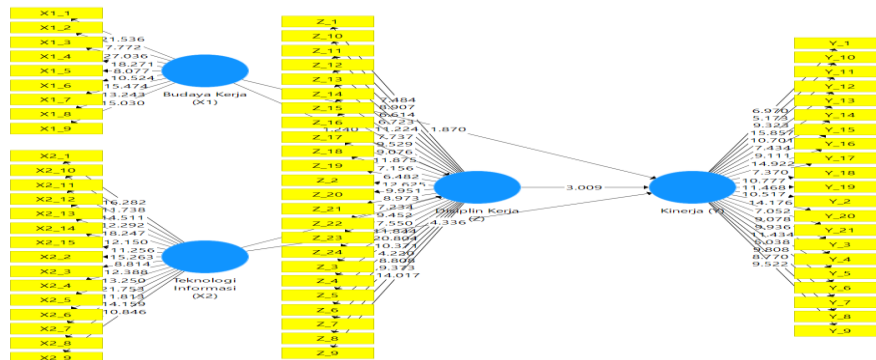


Figure 2 illustrates the outcome of bootstrapping, which is designed to mitigate the concern of research data abnormalities. Hypothesis testing is conducted to assess the impact of the research hypothesis. As described in the Path Coefficient table, the significance of the model in testing the structural model is assessed from the significance value between constructs, specifically, the p-value from the path coefficients table. The results of the hypothesis test are conducted through bootstrapping as follows:

Table 5. Hypothesis Test Results (Path Coefficient)

Hypothesis	T Statistics (O/STDEV)	P Values
Work Culture (X1) -> Performance (Y)	1,870	0.002
Information Technology (X2) -> Performance (Y)	4,336	0,000
Work Culture (X1) -> Work Discipline (Z)	1,240	0.005
Information Technology (X2) -> Work Discipline (Z)	5,952	0,000
Work Discipline (Z) -> Performance (Y)	3,009	0.003
Work Culture (X1) Information Technology (X2) -> Performance (Y)	2,363	0.019
Work Culture (X1) Information Technology (X2) -> Work Discipline (Z)	8,672	0,000
Work Culture (X1) -> Work Discipline (Z) -> Performance (Y)	1,126	0.001
Information Technology (X2) -> Work Discipline (Z) -> Performance (Y)	2,556	0.011

Source: SmartPLS Data Processing Results 2025

The results from the analysis show that organizational culture has a major impact on employee performance ($p = 0.002$) and work discipline ($p = 0.005$), exhibiting positive unchanged sample values. Similarly, information technology has a major impact on performance ($p = 0.000$) and work discipline ($p = 0.000$). Also, work discipline substantially aids performance enhancement ($p = 0.003$). The overall impact of organizational culture and information technology on performance has a p-value of 0.019, and their combined impact on work discipline is $p = 0.000$. Moreover, the p-value for the indirect impact of organizational culture and information technology on performance through work discipline is 0.001 and 0.011, respectively. All hypotheses that were tested in the model and based on the significance level and the direction of effect were confirmed.

DISCUSSION

Work Culture Affects Performance

The findings of this study indicate that employee performance improves with an increase in the work culture of an organization. This supports the hypothesis that work culture is fundamentally important in the development of employee behavior and productivity. An organization's positive work culture, characterized by cooperation, responsibility, discipline, and a commitment to quality, fosters an environment that helps in achieving optimal performance. Individuals in organizations with a healthy culture tend to have higher motivation, feel a stronger sense of belonging to the organization, and have a willingness to contribute maximally. This supports the assertion made by (Kaur Bagga, Gera, and Haque 2023), that organizational culture shapes individual attitudes and behaviors at work, including work performance. Strengthened work culture builds stronger team cohesiveness which serves as a guiding principle to the organization. Thus, it promotes efficiency, effectiveness, and innovation in the performance of the tasks. Furthermore, this differs from the findings of Ferine et al. (2021), who found that implementation of good work culture improves individual and team performance in the organization. From a management standpoint, these findings highlight the need for focused action to help a firm cultivate and assimilate a positive work culture. Systematic steps such as training on organizational values, proper communication of vision and mission, as well as exemplary behavior from leaders, support work culture and firm performance.

Information Technology Affects Performance

The study's results indicate an agency's information technological use directly correlates with employee productivity and performance effectiveness. It is demonstrated in the findings that information technology, if used correctly, can enhance efficiency, effectiveness, and productivity in the workplace. Work processes can be made easier, data can be retrieved more quickly, and decisions can be made more accurately with the use of proper information technology such as management information systems, decision support systems, and collaboration tools. These results are consistent with (Chen et al. 2024), in the Technology Acceptance Model (TAM), which emphasizes that how information technology is perceived (its ease of use and its usefulness) greatly impacts user behavior in utilizing it to achieve work goals. Where technology systems are in place, if they are perceived as useful and accessible, they enhance productivity and strongly positively correlates to the achievement of organizational performance goals.

This study is aligned with previous research conducted by (Pashutan, Abdolvand, and Harandi 2022), However, these findings are contrary to (Zeng, Wang, and Li 2022) whose study found that information technology had no impact on teacher performance. This study indicates that there is a need by the organizations to advance information technology infrastructure and the proper training of users and the application of relevant information systems to their work tasks. A well-equipped technological environment enhances not just the effectiveness of operations, but also improves the assistive efficiency of employees relative to accomplishing their targets and completing their tasks.

Work Culture Influences Work Discipline

The study results show that the work culture possessed by an agency will increase employee work discipline. This supports the previously formulated hypothesis that strong and constant organizational culture directly contribute to disciplined behavior. A work culture that stresses responsibility, punctuality, commitment to the rules, and results will create shared norms that foster discipline on task completion. In Tsai (Tsai 2011), the results mentioned above are explained within the organizational culture and structure framework; organizational culture defines the organizational members' thinking and acting patterns. Employees tend to obey the

rules and ethics of work and corporate duties because the values are internalized and internalized appreciate rules and obligations. Thus, organizational culture serves as the basis for the development of enduring work discipline.

This conclusion is also supported by prior research conducted by (Lu et al., 2022), which determined that fostering a positive work culture significantly improves self-discipline with respect to attendance, adherence to company rules, and professional conduct. Nevertheless, this is not aligned with work done by (INGSIH et al. 2020) whose findings indicated that work culture did not significantly influence work discipline. These findings suggest that organizational management strategies directed toward improving work discipline should include strengthening work culture. By instilling organizational cultural values into daily practices like routine briefings, internal training, and exemplary leadership, agencies can foster a disciplined identity among employees.

Information Technology Affects Work Discipline

The outcomes of the iStudy demonstrate that the greater the information technology resources owned by an agency, the greater the agency's employee work discipline compliance. These findings imply that information technology application in the work environment contributes positively towards employee discipline. When used in a cohesive manner, information technology can positively impact compliance with work regulations and protocol leading to the minimization of procrastination as well as the enhancement of more real-time and less subjective evaluation of work. The application of attendance records, performance reporting applications, and productive systems of internal communications emphasizes how information technology can enhance work discipline.

This finding can be theoretically explained by the Technology Acceptance Model (TAM) approach by (Paganin and Simbula 2021), which states that the acceptance of technology will influence user actions in the workplace. Employees will comply with the prescribed work systems and exhibit disciplined behavior consistently when the information system is in use, amalgamates, assists with the workflows, and enhances accountability. This finding also corroborates the earlier work of (Kayas 2023), who noted that the use of information technology in administrative management and work supervision positively influenced employee discipline in public and private organizations which have undergone work process digitization. These findings reinforce that the investment in information technology is not only justifiable in terms of efficiency gains, but also highlights its critical role in shaping disciplined work behavior. This is particularly true for systems that capture, evaluate, and provide feedback on employee attendance, punctuality, and task completion.

Work Discipline Affects Performance

The findings from the hypothesis test suggest that work discipline has a discernable positive impact on performance, indicated by a p-value of 0.003 and a positive coefficient. This demonstrates that a greater level of work discipline fosters greater employee performance. Work discipline as an employee's adherence to schedule, rules, and the obligations of the role assigned to the employee. Employees who are highly disciplined tend to be punctual, fulfill obligations, and consistently perform in a productive manner and at a good standard. From a theoretical perspective, these findings reinforce the belief that work discipline is a critical factor influencing successful performance within an organization. Furthermore, discipline fosters order in executing assigned responsibilities, enhancing the professionalism and moral character of workers as operators in a complicated organization. Stated differently, discipline is the primary basis for achieving work efficacy.

This conclusion is consistent with the earlier work of (Azmy, Risza, and Adhykusuma 2022), that demonstrated the level of discipline relates positively and significantly with enhanced performance, both on an individual and collective level. Within public sector organizations,

employee discipline stands out as an essential attribute of service quality and public accountability. Contrary to this (Hasanah, Isnurhadi, and Hadjri 2024), highlighted in their study that the work discipline variable negatively and insignificantly impacted performance. This research highlights the need to implement work discipline which is fair, uniform, and devoid of bias alongside a clearly defined monitoring and evaluation framework. Furthermore, the study suggests that bestowing recognition on those employees with high discipline significantly improves the public sector's overall performance as well.

Work Culture and Information Technology Influence Performance

The results of the hypothesis testing in this study suggest that both work culture and information technology positively influence employee performance. This is supported by the p-value of 0.019 which is below the 5% significance level and by the sample estimate which is positively trending. From these results, it can be inferred that a positive work culture, alongside appropriate information technology, can significantly enhance employee performance in an agency. Practically, a positive and adaptive corporate culture can foster a work climate that enhances employee morale, teamwork, and motivation toward expedited goal achievement. Furthermore, the proper application of information technology can enhance efficiency, expedite operations, and facilitate accurate and prompt decisions. Theoretically, this finding supports the position by (Robbins & Judge, 2019) which argues that an effective organizational culture significantly enhances productive employee work behaviour, and the Technology Acceptance Model (TAM) by (Andika, Masudin, and Zulfikarijah 2022), which posits performance is enhanced by technology when the technology is perceived as useful and easy to use.

This study is bolstered by the work of (Wen Zhang, Xiaoshuang Zeng, Huigang Liang, Yajiong Xue, & Xuanze Cao, 2023) which discusses how both internal factors (like work culture) and external factors (like support from information technology) cumulatively enhance the employee performance in executing their tasks and responsibilities. Still, this is different from the study by (ULFA, RONY, and SUROSO 2022), which concluded work culture and information technology employed did not have marked impact on teacher performance. The discrepancy is likely due to the different contexts and characteristics of the subjects examined. These emphasize the need for effective organizational management that goes beyond establishing positive work culture, to also implementing information technology systems that support it. A positive work culture can be undermined without adequate support from digital systems, and on the other hand, information technology without a strong work culture cannot be fully utilized.

Work Culture and Information Technology Influence Work Discipline

The results of evaluating the hypothesis suggest that work culture practices as well as the application of information technology positively impact work discipline. From the statistical analysis, a p-value of 0.000 strongly supports the claim, as it is well under the 5% significance threshold, and the p-value is accompanied by the original sample values that suggest a positive effect. Moreover, calculation results also suggest that increasing the work culture and information technology resources in an agency is likely to improve employee work discipline. These results suggest that the employee's work discipline is primarily a product of the work culture in the organization and the information technology integrated into the work processes. A positive work culture fosters shared attributes such as discipline, accountability, and compliance with regulations, while information technology facilitates the application of discipline through systems such as digital attendance, performance appraisal, and work processes controlled by information systems.

From a theoretical perspective, these results are consistent with the Technology Acceptance Model (TAM) which states that the acceptance and use of a given information technology will also affect the performance of work behavior. When organizational culture emphasizes discipline, and information technology reinforces these values, disciplined behavior

among employees is more likely to materialize. This study also corroborates prior studies which concluded that information technology serves as a streamlined tool for exercising control, especially when aligned with the organization's prevailing work culture. This study, however, differs from the study conducted which concluded that work culture and information technology have no bearing on employee work discipline within civil service schools. The findings of this study, however, suggest that organizations have to strive to create a suitable work atmosphere that imparts a positive culture. Technology, on the other hand, should be used primarily to support the enforcement of discipline. It is the combination of the value systems and the digital systems that will enable disciplined behavior to be achieved not just through supervision, but also through conscious will and habituation.

Work Culture Influences Performance Through Work Discipline

The results of hypothesis testing work culture has a positive influence on employee performance with work discipline serving as a mediating effect. This is evident with a p-value of 0.001 which is lower than the 5% significance threshold, along with a positive original sample estimate. The results also suggest that strengthening work culture coupled with high discipline will improve employee performance. Here, work discipline is an intermediary variable that mediates the influence of work culture on performance results. Simply put, strong organizational culture improves performance directly and indirectly by enhancing discipline. Employees in organizations with strong positive cultural values are likely to behave in a disciplined manner which will improve performance.

Theoretically, these results validate the organizational culture hypothesis as a mechanism of shared values that discipline in a workplace. The organizational behaviour theory also supports the argument that internal organizational elements, such as culture, have a considerable bearing on individual work behaviour and performance. This study complements prior research findings that work discipline functions as a mediating variable in the impact of organizational climate or culture on employee performance. In organizational contexts, discipline is an essential element that reveals how cultural values are operationalized on a day-to-day basis. However, the findings of this study are in contrast to an investigation carried out at the Probolinggo Regional Education Office which stated there was no significant mediating effect of work discipline on the relationship between work culture and employee performance. This gap underscores the need to implement more than just systematic culture-building initiatives within the organization, such as the creation of vision, mission, or core values statements, to enhance performance. Cultural values must be deep-rooted and manifest in the form of disciplined task execution and consistent observable actions during daily routines.

Information Technology Affects Performance Through Work Discipline

The results of the hypothesis testing reveal that information technology has a positive effect on employee performance with work discipline as a mediating factor. This is corroborated by a p-value of 0.011, which is below the 5% significance level, as well as a positive original sample value. The study shows that the positive impact on employee performance results from the proper application of information technology coupled with improvement in work discipline in the organization. It highlights the fact that information technology, when used strategically, not only improves the organization's efficiency and productivity, but it also improves the level of disciplined work behaviour which strengthens performance. The information technology components, including digital attendance registers, task assignment and tracking systems, and communication tools, contribute toward the creation of orderly work settings marked by punctuality and adherence to attendance, accountability, and procedural compliance. In this respect, technology acts as a means to enforce and institutionalize employee discipline. This result is consistent with the Technology Acceptance Model (TAM) which states that user acceptance of technology is influenced by the perceived value and simplicity of the technology.

Employees are more disciplined in technology-enabled tasks when they perceive the technology as useful and easy to use, which, in turn, improves their job performance.

Moreover, these conclusions are corroborated by earlier research, which indicates that the incorporation of technology into the processes of an organization reinforces behavioural management controls, especially discipline, and thus indirectly aids to enhance productivity. On the other hand, these findings are inconsistent with another survey that reported no significant impact of information technology on performance via work discipline. In any case, this research emphasizes the need of appropriately provisioning an organization with information technology resources and managing them as tools for enhanced employee discipline. Properly harnessed, technology can nurture a culture that is orderly, highly efficient, and performance-oriented.

CONCLUSION

After conducting the path coefficient analysis alongside checking for significance, certain results emerged that indicate some degree of causality between certain factors of the study. First, work culture had a positive and significant effect on employee performance ($p = 0.002$), indicating that organizational work culture enhances employee performance. Second, employee performance benefitted from significantly positive IT support ($p = 0.000$), which indicates that the information technology implemented improves the productivity and performance of the employees. Additionally, the work culture has a positive impact, as does information technology, on work discipline ($p = 0.005$ and $p = 0.000$ respectively). These findings suggest that a work culture conducive to discipline, and the appropriate application of information technology, are both determiners that facilitate the cultivation of disciplined work behavior among employees. Workplace discipline, as expected, has a positive impact on employee performance, with a p -value 0.003 , indicating that greater discipline within the workplace enhances performance. Also, the combination of work culture and information technology contributes positively and significantly to employee performance ($p = 0.019$) and work discipline ($p = 0.000$). This emphasizes the importance of the synergy of organizational culture and technology within the framework of discipline to promote productivity within the workplace.

In addition, both found organizational culture positively impacts employee performance while being mediated by work discipline with a 0.001 p -value. Equally, information technology also positively impacts employee performance while being mediated by work discipline with a p -value of 0.011 . Thus, it can be concluded that work discipline has a significant mediating effect in the impacts of IT, organizational culture, and employee performance.

LIMITATION

Every research study is bound to have some limitations. For instance, the sample size is limited to 47 employees from the Communication, Informatics, Statistics, and Encryption Service of Lubuk Linggau City, which means the findings of this study may not be applicable to other agencies and sectors. Additionally, the chosen quantitative research method does not delve into the qualitative dimensions of participants' perceptions, their diverse experiences, and the organizational culture. The scope is also limited, choosing only the work culture, information technology, and work discipline for study without taking into consideration other possible factors that may impact performance, such as leadership or motivation.

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