



The Influence of Organisational Culture and Work Discipline on Employee Performance: How Job Satisfaction Helps Explain These Effects

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ABSTRACT

This study examines how organisational culture and work discipline affect employee performance and whether job satisfaction helps explain these effects at the Secretariat of the Bali Provincial Dewan Perwakilan Rakyat Daerah (DPRD). This setting brings together rigid government rules and shifting political interests. We used a quantitative approach and included all 46 permanent civil servants. We analysed the data with Structural Equation Modelling-Partial Least Squares (SEM-PLS), a method for testing how these factors relate. We also used bootstrapping to check whether the results were statistically significant. Organisational culture and work discipline improve employee performance, both directly and indirectly through job satisfaction (all $p < 0.001$). The model explains 48.5% of differences in job satisfaction and 56.2% of differences in employee performance. Therefore, regional government leaders should build supportive workplaces and encourage disciplined work habits. This can improve job satisfaction and, in turn, employee performance in settings where government rules and political interests meet. This study adds to research on public sector management: in this setting, job satisfaction matters more for performance than rules or work habits alone

INTRODUCTION

Over the past three decades, public services have changed under an approach called New Public Management, which stresses efficiency, performance measures, accountability, and service for citizens (Santolamazza et al., 2024, p. 760). This movement has changed what people expect of public servants: they must deliver measurable results and work well in complex settings. In this setting, employee performance is central to organisational success and shapes governance quality and public trust (Mareta Y et al., 2025). Unlike the private sector, where profit provides clear metrics, public sector performance has several parts, including administrative efficiency, regulatory compliance, policy effectiveness, and democratic responsiveness (Verbeeten & Speklé, 2015). This complexity makes it challenging, but important, to understand what shapes performance.

In the Indonesian State Civil Apparatus (Aparatur Sipil Negara [ASN]), improving employee performance is more challenging because rules limit external rewards. National regulations heavily standardise salary scales, promotion criteria, and financial rewards across the civil service, leaving local agencies little room to use pay to improve performance (Permana & Bharoto, 2021, p. 163). Here, Public Service Motivation (PSM)—the drive to serve the public and uphold public values—offers a useful way to understand employee performance (Lee & Kim, 2024, p. 1378221). When organisations have little freedom to offer extra rewards, employees' inner motivation becomes the main source of extra effort and new ideas (Lee & Kim, 2024, p. 1378228). We still need to learn how organisational structures and cultures foster this inner drive, and how it shapes performance (Khansa & Raharjo, 2025).

Many factors shape public sector performance, but organisational culture and work discipline play a key role in employee behaviour (Purwati et al., 2023). Organisational culture is the shared values, beliefs, and norms that guide how people work, even when formal rules do not explicitly prescribe behaviour. Work discipline means following workplace rules and standards. It shows that employees accept the organisation's expectations and supports accountability. Studies have often examined their direct effects on performance. But we still need to learn how these factors can sustain performance driven by inner motivation, especially in politically charged settings.

The Secretariat of the Provincial People's Representative Council (Dewan Perwakilan Rakyat Daerah [DPRD]) is a complex workplace (Mappaelo et al., 2026). Unlike typical government offices, the Provincial DPRD Secretariat must balance strict rules with shifting political interests, as staff draft regional policies under close political oversight (Alfirdaus & Manalu, 2020; Andriana, 2025). This study focuses on the Bali Provincial DPRD Secretariat—a context shaped by Bali's role as Indonesia's leading tourism destination, where legislative decisions must balance tourism development, environmental protection, and cultural preservation. We included all 46 permanent civil servants (Pegawai Negeri Sipil [PNS]) and excluded contract and honorary staff so that respondents had enough experience and authority to handle political and administrative demands. To work well in this setting, staff must follow rules and spot barriers to good performance (Kouttjie et al., 2023).

In this setting, organisational culture helps shape employee performance by building a sense of belonging and linking personal goals to the organisation's work (Zacharias et al., 2021, p. 299). At the same time, work discipline helps staff carry out their duties efficiently and ethically despite political pressure (Makmur et al., 2025). Earlier studies show that culture and discipline can improve performance, but researchers still disagree about how they do so. Job satisfaction links workplace conditions to performance. In high-pressure settings, rules can secure basic compliance, but strong performance also requires additional effort and job satisfaction (Mandala et al., 2025).

Recent studies of how job satisfaction affects performance in legislative bodies have focused mainly on municipal-level DPRD, where political and administrative pressures are less intertwined (Manggopa et al., 2025). We need to understand this link at the provincial level, where political pressures and policy demands are greater. This research examines how organisational culture and work discipline affect employee performance, directly and through job satisfaction, at the Secretariat of the Bali Provincial DPRD. We use Public Service Motivation Theory, along with Social Exchange Theory, Affective Events Theory, and the Job Demands-Resources model, to explain how public-service values, workplace relationships, emotions, and job demands shape staff support under political pressure.

This study also adds to a timely debate: do organisational behaviour theories apply across countries and sectors? Most research on organisational culture, work discipline, and job satisfaction comes from Western private-sector settings (Miswadi & Mansor, 2023, p. 3), leaving a key question: do these theories fit non-Western public agencies with different cultures, institutions, and incentives? We test these relationships in an Indonesian provincial legislative secretariat. It has strong hierarchies, close ties between politics and administration, and limited financial rewards. The findings show where established organisational behaviour theories can apply. These results help public administration researchers build theories for specific settings, rather than assume models from very different institutions will fit. This can make organisational behaviour research stronger and more useful in practice

LITERATURE REVIEW

Organisational Culture in the Public Sector

Organisational culture is what employees believe and value, along with the unspoken ideas that shape how they think and act (Wangwacharakul, 2024, p. 1270). Schein's model breaks culture into three layers: visible signs, stated values, and deep, often unspoken beliefs (Westover, 2024). This view matters in public agencies, where stated public-service values may differ from what guides behaviour in tense political settings (Pincus, 2024, p. 4). In legislative secretariats, organisational culture can clash with organisational politics and shape how employees handle competing demands (Andriana, 2025).

When politics and work overlap, a supportive organisational culture provides psychological safety – the shared belief that people can speak up and take risks at work (Edmondson, 2019). At the DPRD Secretariat, employees may face pressure to bend administrative principles for short-term political gain. A

safe workplace can help them uphold sound administrative practices. The Competing Values Framework describes clan culture as a focus on teamwork, trust, and staff growth; this can help when people need to take on duties beyond their usual role (Hartnell et al., 2011). Political skills – the ability to understand and influence others while maintaining trust (Ferris et al., 2005) – together with organisational culture help employees handle political and administrative pressures.

Work Discipline and Bureaucratic Accountability

Work discipline means following organisational rules, procedures, and norms closely (Erimife & Iduoze, 2025). In the public sector, discipline is a key way to support bureaucratic accountability and follow regulations (Wahyuni et al., 2025). In Indonesia, Government Regulation No. 94 of 2021 sets the rules for civil servant discipline (Ratnasari et al., 2023). When politics shapes the workplace, discipline does more than enforce rules. It also helps protect integrity in complex offices.

Researchers distinguish between discipline enforced through penalties and discipline people choose to follow. The second is more closely linked to lasting performance (Asif & Rathore, 2021). This distinction matters in the ASN context: the formal rules emphasise sanctions, but strong performance also depends on personal commitment. When employees see discipline as fair and consistent, they trust the process and feel better at work (Shareen, 2024). Public-sector employees prioritise fairness. How discipline is applied may matter as much as the rules themselves.

Job Satisfaction and Employee Performance

Job satisfaction describes how positively people feel about their work (Locke, 1976). Locke's Value-Percept Theory says people feel satisfied when their work aligns with their values (Soulami & Loulidi, 2024, p. 180). Public-sector jobs may offer fewer rewards such as pay, so meaningful tasks, independence, and chances to serve others matter more (Tu et al., 2023). Herzberg's two-factor theory makes a similar point: some conditions prevent dissatisfaction, while motivators create satisfaction (Basril, 2022, p. 978). For ASN employees, motivators may matter more for job satisfaction.

Employee performance includes more than following rules; it also includes new ideas and efforts to improve services (Suryani et al., 2023). Public agencies need more than rule-following. They also need employees who spot ways to improve services and put new ideas into practice. People who are satisfied at work are more likely to help beyond their assigned duties, which complex workplaces need (Heriyadi et al., 2020). The Job Demands-Resources model explains how resources such as a supportive culture and fair discipline can ease work demands, help people stay involved, and improve performance (Bakker & Demerouti, 2016).

The Mediating Role of Job Satisfaction

Organisational culture and work discipline shape performance (Iryanto et al., 2025), but their effects often depend on employees' thoughts and feelings. Social Exchange Theory (Blau, 2017) says that employees respond to good treatment with positive attitudes and actions. Affective Events Theory (Weiss & Cropanzano, 1996) suggests that workplace events shape employees' feelings, satisfaction, and performance (Berta et al., 2018). Together, these theories suggest

that culture and work discipline influence employees' workplace experiences. Those experiences shape how employees feel and their job satisfaction, which can then improve performance (Hadi et al., 2024; Nassani et al., 2024).

Within the DPRD Secretariat context, workplace rules and structures may not be enough if employees feel disengaged. National compensation rules may affect employees' motivation through pay and benefits (Priyastiwi & Sofiati, 2022, p. 117), so job satisfaction may be especially important. Recent studies reach different conclusions: some find that job satisfaction links these factors to performance, while others find no clear link (Putra & Ganda, 2024). So, job satisfaction's role depends on the setting. In high-pressure provincial legislative environments, it can help turn rule-following into better performance.

Hypothesis Development

Based on the theory and past findings, we propose seven hypotheses. Organisational culture provides shared values and a positive work environment, enhancing performance (Ningsih et al., 2024). Work discipline helps employees follow rules and work effectively (Hasanah et al., 2024, p. 50). Job satisfaction motivates extra effort and helpful acts (Juliana et al., 2022, p. 1406). A supportive culture can foster a sense of belonging (Westover, 2025), while fair and consistent discipline supports fairness in how rules are applied (Maluka & Setati, 2023, p. 158). Social Exchange Theory suggests that when employees are treated well, they feel valued and do better work (Kuruzovich et al., 2021, p. 103444).

1. H₁: Organisational culture positively and significantly affects employee performance.
2. H₂: Work discipline positively and significantly affects employee performance.
3. H₃: Job satisfaction positively and significantly affects employee performance.
4. H₄: Organisational culture positively and significantly affects job satisfaction.
5. H₅: Work discipline positively and significantly affects job satisfaction.
6. H₆: Organisational culture indirectly and positively affects employee performance through job satisfaction.
7. H₇: Work discipline indirectly and positively affects employee performance through job satisfaction.

Conceptual Framework

The conceptual framework (Figure 1) shows how organisational culture (X_1) and work discipline (X_2) affect employee performance (Y) and job satisfaction (Z). Job satisfaction (Z) is the bridge through which X_1 and X_2 affect employee performance (Y). The framework links workplace conditions to performance through job satisfaction, drawing on several theories.

METHODOLOGY

Research Design

We conducted a quantitative, cross-sectional study to explain these relationships, collecting data from January to March 2026. We included everyone in the defined population. We used Structural Equation Modelling-Partial Least Squares (SEM-PLS), a method for testing linked relationships. It works with

small samples, works with data that do not follow a normal pattern (Ahmed et al., 2024, p. 193), and can test complex indirect effects (Hair et al., 2021, p. 31).

Population and Sample

We focused on permanent civil servants at the Bali Provincial DPRD Secretariat who hold structural or functional roles in legislative drafting. Although the workforce totals 133 (Pradifta & Subudi, 2019), we excluded contract staff, honorary workers, and general administrative personnel because they may not have enough experience and authority to work across political and administrative roles. We included 46 employees and invited each one to participate. The sample also meets the “10-times rule”, a sample-size guideline used in partial least squares structural equation modeling (PLS-SEM), a method for testing links among variables (Hair et al., 2021, p. 31).

Variables and Measurement

We measured four variables using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Organisational Culture (10 items) measured shared values, teamwork, innovation, adaptability to political shifts, and psychological safety. Work Discipline (10 items) evaluated punctuality, regulatory adherence, compliance, and responsibility (Sutrisno, 2014; Erimife & Iduoze, 2025). Job Satisfaction (10 items) assessed satisfaction with work nature, supervision, relations, promotion, and conditions (Smith et al., 1969; Yuwono, 2021). Employee Performance (10 items) measured work quality, quantity, timeliness, effectiveness, and innovative behaviour (Mangkunegara, 2010; Suryani et al., 2023). A pilot study (n = 15) identified and removed three redundant items, yielding a final 37-item instrument.

Data Collection Procedure

We collected data using structured questionnaires in paper and digital formats. Universitas Triatma Mulya approved the study; participants took part voluntarily, and we assured them of confidentiality and anonymity. All participants gave informed consent. We received all 46 completed questionnaires (a 100% response rate). We attribute this to support from organisational leaders and participants' interest in the topic.

Data Analysis Methodology

We used SEM-PLS in SmartPLS 4.0 to analyze the data in four steps. First, we checked for common method bias using Harman's single-factor test and full collinearity assessment ($VIF < 3.3$; Kock, 2015). Second, we evaluated the measurement model: convergent validity ($AVE > 0.50$, outer loadings > 0.708), discriminant validity ($HTMT < 0.85$), and internal consistency (Cronbach's Alpha and Composite Reliability > 0.70 ; Hair et al., 2018). Third, we evaluated the structural model using R^2 , predictive relevance (Q^2) via blindfolding, and model fit ($SRMR < 0.08$; Henseler et al., 2016). Finally, we tested the hypotheses with bootstrapping, using 5,000 subsamples to calculate t-statistics and 95% bias-corrected and accelerated confidence intervals (Nitzl et al., 2016).

RESEARCH RESULT

Respondent Profile

All 46 eligible employees of the Secretariat of the Bali Provincial DPRD participated. The response rate was 100%. Table 1 summarizes the respondents' demographic characteristics. The sample included slightly more women than

men (54.3%, $n = 25$), while male employees accounted for 45.7% ($n = 21$). Most respondents had a bachelor's degree: 54.3% ($n = 25$). Another 28.3% ($n = 13$) had a secondary education diploma, and 17.4% ($n = 8$) had a master's degree. The largest age group was 41–45 years old (39.1%, $n = 18$). Employees had varied lengths of service: 34.8% ($n = 16$) had served for 21–30 years, 26.1% ($n = 12$) for 11–20 years, 23.9% ($n = 11$) for 1–10 years, and 15.2% ($n = 7$) for more than 40 years. Overall, respondents were experienced and well educated, reflecting their roles as permanent civil servants who support the legislature.

Table 1. Demographic Profile of Respondents (N = 46)

Category	Group	Count	Percent
Gender	Male	21	45.7
Gender	Female	25	54.3
Education	High School	13	28.3
Education	Bachelor's	25	54.3
Education	Master's	8	17.4
Age	25–35	10	21.7
Age	36–40	10	21.7
Age	41–45	18	39.1
Age	>58	8	17.4
Tenure	1–10 years	11	23.9
Tenure	11–20 years	12	26.1
Tenure	21–30 years	16	34.8
Tenure	>40 years	7	15.2

Common Method Bias Assessment

Harman's test showed that the first unrotated factor explained just 38.4% of the variation shared across items, below the 50 per cent threshold commonly used to indicate problematic levels of common method bias (Krishnanraw & Kamisah, 2025, p. 284). We also checked collinearity in the PLS-SEM model and found that all inner and outer Variance Inflation Factor (VIF) values ranged from 1.000 to 2.850, remaining well below the conservative threshold of 3.3 recommended by (Ahakwa et al., 2021, p. 47). Together, these results show that common method bias is not a major concern in this study.

Measurement Model Evaluation

Before testing the relationships, we evaluated the measurement model. We found convergent validity (whether items measure the same construct): all indicator outer loadings exceeded the recommended threshold of 0.708, ranging from 0.723 to 0.867, and Average Variance Extracted (AVE) values ranged from 0.582 to 0.651, well above the minimum threshold of 0.50 (Fauzi, 2022, p. 114). Discriminant validity was confirmed using the Heterotrait-Monotrait (HTMT) ratio; all HTMT values were below the 0.85 cutoff, ranging from 0.421 to 0.687, showing that the measures captured distinct ideas (Roemer et al., 2021, p. 2640). All variables showed strong internal consistency. Cronbach's Alpha and Composite Reliability ranged from 0.845 to 0.884, above 0.80 but below 0.95, where high reliability may signal redundant items (Hair et al., 2018). Table 2 summarises these properties.

Table 2. Summary of Measurement Model Properties

Variable	Items	Cronbach's α	Composite Reliability	AVE
Organisational Culture	10	0.872	0.884	0.621
Work Discipline	10	0.865	0.879	0.651
Job Satisfaction	10	0.845	0.862	0.582
Employee Performance	10	0.858	0.871	0.603

Evaluating the Structural Model

Once the researchers confirmed that the measurement model was adequate, they tested how well the proposed model predicted outcomes and fit the data. R^2 , a measure of how much variation the model explains, shows that organisational culture and work discipline account for 48.5 per cent of variance in job satisfaction—a moderate to substantial amount in behavioural research (Hair et al., 2021, p. 135). For employee performance, the combination of organisational culture, work discipline, and job satisfaction explains 56.2 per cent of the variance, a substantial amount (Hair et al., 2021, p. 135). The model's Q^2 scores, which show how well it predicts outcomes, were 0.312 for job satisfaction and 0.387 for employee performance. Both were well above zero, showing that the model could predict these outcomes (Dalimunthe et al., 2024, p. 1351). The model's SRMR, a measure of how closely its predictions match the data, was 0.058—below the 0.08 cutoff, so the overall fit was acceptable (Seočanac, 2024, p. 124). The f^2 effect sizes ranged from 0.124 to 0.287. Under Cohen's (1988) guidelines, these effects range from small to medium (Becker et al., 2022, p. 331).

Direct Effects and Hypothesis Testing

We tested the direct effects with bootstrapping, a method that uses 5,000 subsamples to estimate effects without assuming the data follow a normal curve. Table 3 presents the results. Organisational culture had a significant positive effect on employee performance ($\beta = 0.287$, $t = 3.214$, $p < 0.001$), supporting Hypothesis 1. Work discipline also had a significant positive effect ($\beta = 0.224$, $t = 2.856$, $p < 0.01$), confirming Hypothesis 2. Job satisfaction had the strongest effect ($\beta = 0.412$, $t = 5.128$, $p < 0.001$), supporting Hypothesis 3. The data also showed that both organisational culture ($\beta = 0.385$, $t = 4.321$, $p < 0.001$) and work discipline ($\beta = 0.312$, $t = 3.567$, $p < 0.001$) had significant positive effects on job satisfaction, supporting Hypotheses 4 and 5, respectively. So, the results support all five hypotheses.

Table 3. Results of Direct Effects and Hypothesis Testing

Hypothesis	Path	β	t	p	Decision
H ₁	OC $\rightarrow$ EP	0.287	3.214	< 0.001	Supported
H ₂	WD $\rightarrow$ EP	0.224	2.856	< 0.01	Supported
H ₃	JS $\rightarrow$ EP	0.412	5.128	< 0.001	Supported
H ₄	OC $\rightarrow$ JS	0.385	4.321	< 0.001	Supported
H ₅	WD $\rightarrow$ JS	0.312	3.567	< 0.001	Supported

How One Effect Works Through Another

We tested the indirect effects by resampling the data 5,000 times, producing 95% bias-corrected and accelerated (BCa) confidence intervals that adjust for bias and skew in the estimates (Nitzl et al., 2016). The indirect effect of organisational culture on employee performance through job satisfaction was

statistically significant ($\beta = 0.159$, 95% BCa CI [0.072, 0.268], $p < 0.001$), supporting Hypothesis 6. Similarly, the indirect effect of work discipline through job satisfaction was significant ($\beta = 0.129$, 95% BCa CI [0.051, 0.224], $p < 0.01$), supporting Hypothesis 7. Both direct and indirect effects were positive and statistically significant. Job satisfaction explains some, but not all, of each effect. Both paths point in the same direction. Job satisfaction accounts for about 36% of the total effect, while direct effects account for 64%. Although direct effects are larger, job satisfaction remains a significant contributor. Table 4 summarises the mediation results.

Table 4. Results of Indirect Effects and Mediation Testing

Hypothesis	Indirect Path	β	95% BCa CI	t	p	Decision
H ₆	OC → JS → EP	0.159	[0.072, 0.268]	3.099	< 0.001	Supported
H ₇	WD → JS → EP	0.129	[0.051, 0.224]	2.785	< 0.01	Supported

These findings show how an organisation can strengthen or weaken public service motivation (PSM) among public servants. PSM theory suggests that individuals with high levels of public service motivation are more likely to be attracted to public sector organisations (Ritz et al., 2022) and to perform well when their work environments align with their intrinsic values (Lin et al., 2023, p. 4149). These findings also indicate that organisational culture and work discipline can help or hinder employees as they turn PSM into good work performance. When an organisation values public service, teamwork, and staff growth, employees can act on their motivation because they feel supported. Fair, consistent discipline also gives employees clear rules. It directs their efforts toward legitimate goals, rather than letting unclear roles or conflicting political demands get in their way. Job satisfaction also helps explain this link, suggesting that PSM alone may not be enough to improve performance. Employees also need to feel good about their work and workplace before their public service values lead to better performance. Together, PSM, Social Exchange Theory, and Affective Events Theory help explain what shapes motivation in public organisations. This broader view can also help organisations design staff programs that address different sources of motivation.

DISCUSSION

This study examined how organisational culture, work discipline, job satisfaction, and employee performance relate at the Secretariat of the Bali Provincial DPRD, where work is closely tied to local politics. The study used SEM-PLS, a method for testing relationships, and bootstrapping, a way to check how stable the results are. It examined 46 permanent civil servants in key legislative roles and found support for all seven predicted relationships. The findings show how workplace rules and behaviour can affect performance in provincial legislative offices. They also help explain why earlier studies reached different conclusions about the role of job satisfaction in different organisations.

Direct Effects on Employee Performance

Organisational culture has a significant positive direct effect on employee performance (H₁ supported; $\beta = 0.287$, $p < 0.001$). Shared values help employees handle the Secretariat's political and administrative demands. This result is

consistent with recent studies (Bogale & Debela, 2024), which found that organisational culture influences how employees interact and how managers work. The DPRD Secretariat has both administrative and legislative responsibilities (Dewi et al., 2026). In such an environment, organisational culture does more than create a pleasant workplace. It helps employees stay grounded in their roles and values as political priorities and stakeholder demands shift. When the Secretariat fosters a strong, supportive culture characterised by collaboration, innovation, and a shared commitment to public service, it helps employees feel part of a community at work (Boyd & Larson, 2022). The Competing Values Framework (Hartnell et al., 2011) offers one way to understand this result. It describes a clan-oriented culture as one built on participation, teamwork, and employee growth. This kind of culture can help staff respond to political demands beyond routine tasks.

Work discipline has a clear positive effect on employee performance (H_2 supported; $\beta = 0.224$, $p < 0.01$). It also shows why accountability matters in the public sector. This finding is consistent with the recent study by Lanumasyah et al. (2025) (Lanumasyah et al., 2025), who found a similar link among ASN employees. The Secretariat of the Bali Provincial DPRD follows strict civil-service rules. Staff must respect the chain of command, follow standard procedures, and act ethically. Contract staff may have more flexibility and less at stake professionally. Permanent civil servants (PNS), however, have job security for life and must follow strict national rules. For them, work discipline is not just a general habit; it is the main way to follow rules and keep work running smoothly (Wazirman et al., 2023, p. 460). The Secretariat handles sensitive administrative, technical, legal, and financial records for the legislature. Even small lapses can harm employees' careers and weaken trust in the institution. Strict work discipline helps employees use their time well, follow protocols, and carry out their duties responsibly (Sarahono & Rahayu, 2025).

Job satisfaction had the strongest direct effect on employee performance (H_3 supported; $\beta = 0.412$, $p < 0.001$), so job satisfaction matters even when national rules limit outside rewards. This fits the Job Demands-Resources model (Bakker & Demerouti, 2017), which links job satisfaction to stronger work engagement and extra effort. At a legislative secretariat, strong performance requires more than following rules. Employees must solve problems, try new approaches, stay resilient, and go beyond their formal duties amid uncertainty and competing demands (Suryani et al., 2023). Satisfied employees are more likely to help beyond their formal duties and handle complex bureaucratic challenges and political sensitivities while maintaining professional standards (Heriyadi et al., 2020; Urbini et al., 2020). This finding also aligns with Public Service Motivation theory, which links a desire to serve the public with higher job satisfaction and better performance (Tang et al., 2024).

What Shapes Job Satisfaction and Its Link to Performance

Both organisational culture (H_4 supported; $\beta = 0.385$, $p < 0.001$) and work discipline (H_5 supported; $\beta = 0.312$, $p < 0.001$) significantly improved job satisfaction. These findings fit Social Exchange Theory (Kuruzovich et al., 2021, p. 103444), which says employees respond to good treatment from their organisation with positive attitudes and actions. A legislative secretariat is a high-pressure workplace. Staff carry heavy administrative workloads, support

political leaders, and often face unclear or conflicting roles. That can lead to stress and burnout (Macovei et al., 2023). An inclusive organisational climate can foster a sense of safety and support, helping employees feel valued and accepted (Roberge et al., 2021, p. 4). At the same time, fair and consistent disciplinary procedures are central to procedural justice, which depends on impartial organisational processes (Mabusela et al., 2024, p. 4). The Job Demands-Resources model (Conway et al., 2015) offers one explanation: supportive culture and fair, consistent discipline give employees the support to handle heavy demands. These supports can reduce burnout and improve job satisfaction. Organisational culture had a stronger effect on job satisfaction than work discipline. This suggests that supportive relationships at work matter more than formal rules and routines for employees' well-being.

This study shows that job satisfaction links organisational culture and work discipline to employee performance. Both indirect effects were statistically significant: organisational culture through job satisfaction (H_6 supported; $\beta = 0.159$, $p < 0.001$) and work discipline through job satisfaction (H_7 supported; $\beta = 0.129$, $p < 0.01$). Together, these results show that job satisfaction accounts for about 36% of the total effect. Direct effects account for the remaining 64%. This helps resolve a contradiction in earlier studies. Here, mediation matters in the more politically complex setting of a provincial legislative secretariat. Thus, job satisfaction matters more when work is complex, uncertain, and politically sensitive. Different public sector settings place different demands on employees. Standard executive bureaus often have routine tasks, clear rules, and little political interference. In these settings, culture and discipline may be enough to support performance through direct compliance. However, provincial legislative secretariats face complex, politically sensitive tasks and competing demands. Structural factors can support basic compliance, but they may not be enough to spur the initiative, problem-solving, innovation, and resilience needed for strong performance. Affective Events Theory (Weiss & Cropanzano, 1996) says that what happens at work shapes how employees feel: a supportive organisational culture and fair, consistent discipline create positive experiences at work. These experiences build job satisfaction, which then encourages positive work behaviours.

We can also compare these findings with research on private sector organisations. Workplace culture, work discipline, and job satisfaction affect each sector differently (Gastearena-Balda et al., 2021). In the private sector, bonuses, stock options, and quick promotions can directly reward performance. Structural factors often have stronger effects, while job satisfaction may matter less when financial rewards motivate employees directly. In contrast, in the public sector context examined in this study, where national rules limit and standardise pay across organisations, job satisfaction plays a more important role. This shows why theories must fit each sector. Applying private sector management ideas to public organisations without adapting them can be risky. The findings also suggest that private-sector practices—such as performance-based pay—may work less well in public organisations (Park, 2021) unless they also account for employee needs, pay rules, and local conditions.

Practical Implications

These findings matter to the Secretariat of the Bali Provincial DPRD, the Regional Civil Service Agency, and human resource managers across regional government. Most importantly, leaders and the DPRD Secretary should see that strict rules and cultural slogans alone do not ensure strong performance. Leadership must track and build job satisfaction, which helps staff perform well. Although Law No. 20 of 2023 on the State Civil Apparatus has changed pay by linking regional allowances to merit and performance (Effendy et al., 2024), pay alone is not enough (Priyastiwi & Setyowati, 2025, p. 8) to handle the special demands of a legislative secretariat. Performance-based pay can encourage measurable administrative work and routine rule-following; it cannot ease the strain of serving both political leaders and administrators, or reward extra effort, new ideas, and resilience (Lee & Kim, 2024, p. 1378222) required to manage changing and often tense political demands. Therefore, local leaders should keep pay fair and transparent while also strengthening motivation to serve the public (Amin et al., 2024, p. 11) and build the job satisfaction that turns rule-following into committed, high-quality public service.

Second, human resource managers in regional legislative bodies should add job satisfaction measures to regular employee reviews and workplace assessments. By tracking job satisfaction, managers can spot problems and take focused action. These steps include giving employees a voice in decisions, sharing information clearly and on time, recognizing strong work, offering ways to grow and advance, and improving the workplace (Raboca, 2026). Third, managers should review disciplinary practices and ensure employees see them as fair, consistent, and aimed at improvement – not just punishment (Mokgolo & Dikotla, 2021, p. 4). Fair discipline can support compliance and accountability while building trust, well-being, and satisfaction. It can also prevent resentment, fear, and disengagement from hurting performance. Finally, politics in government brings demands beyond standard bureaucratic skills, so leaders should offer training in political skills alongside efforts to build a supportive organisational culture (Jabid et al., 2021; Waring et al., 2022, p. 120). These two factors work together: job satisfaction motivates employees to do their best, while political skills help them navigate competing interests without compromising integrity or ethics. A strategy that builds both motivation and practical skills is more likely to improve employee performance over time.

CONCLUSIONS AND RECOMMENDATIONS

This study examines how organisational culture, work discipline, and job satisfaction relate to employee performance at the Bali Provincial DPRD Secretariat, where politics shapes daily work. We analyzed data from 46 permanent civil servants in core legislative roles using SEM-PLS, a statistical method. We also used bootstrapping to check how stable the results are. The results supported all seven proposed links. Organisational culture and work discipline were linked to better employee performance, both directly and through job satisfaction. The model explained 48.5% of the variance in job satisfaction and 56.2% of the variance in employee performance. Harman's test and full collinearity checks—both procedures for assessing survey bias—

revealed no major problems. The measures were sufficiently accurate and consistent.

In political government offices, employees perform best when their needs are met, not through structure or behaviour alone. Culture and discipline establish a foundation. Job satisfaction helps employees put in extra effort, solve problems, try new ideas, and stay resilient in demanding legislative work. This is significant within the Indonesian State Civil Apparatus, where the rules for outside rewards are incomplete and inefficient (Puspasari et al., 2022), making inner motivation and well-being even more important for strong, lasting performance. The Bali Provincial DPRD Secretariat and similar bodies across Indonesia should manage staff in four ways: building supportive, team-based cultures, applying fair rules that help staff grow, supporting job satisfaction, and offering political skills training.

ADVANCED RESEARCH

Several limitations of this study should be acknowledged. First, the study included all 46 permanent employees at one regional legislative secretariat, but this small sample limits the ability to detect real effects and how widely the findings apply (Jhantasana, 2023, p. 2). Although the model meets PLS-SEM's 10-times rule, a sample-size guideline for this statistical method (Jhantasana, 2023, p. 1), its 46-person sample still limits statistical power, so treat the reported effect sizes with caution. Second, the study captures data at one point in time, so we cannot tell which factor causes the other. For instance, high-performing employees may report higher job satisfaction as a result of their performance success and recognition. Third, asking employees to rate themselves may introduce bias or lead them to give socially acceptable responses, though statistical checks help address this risk (Sæther et al., 2021, p. 2387). The study also includes only permanent civil servants, whose work may differ from that of other staff. Finally, the study does not explain 44% of the differences in performance. Other factors may matter, including leadership styles, organisational politics, political skill, and emotional intelligence.

To build on these findings, future research should also use qualitative methods. Interviews with staff at legislative secretariats could show which cultural practices, disciplinary experiences, and workplace events matter most as employees navigate political and administrative roles. These conversations could add local detail that surveys alone may miss. Case studies comparing high- and low-performing legislative secretariats could show which mixes of workplace culture, disciplinary practices, and staff support work best in different settings. Experiments or quasi-experiments could test specific changes, such as workplace culture programmes, disciplinary reforms, or efforts to improve job satisfaction. These studies would offer stronger evidence about effective interventions and help public sector managers make informed choices. Combining quantitative models, interviews, and careful tests of cause and effect would provide a clearer picture of how public sector human resource management works.

Here are several useful directions for future research. First, future studies should include more provincial and municipal DPRD secretariats from across Indonesia and recruit enough participants to compare regions and see whether

these relationships differ nationwide. Second, longitudinal or panel studies could help show what causes what and how changes in organisational culture and work discipline relate to job satisfaction and performance over time, particularly across key political events such as regional elections. Third, researchers could use clear measures of performance and feedback from several sources to compare results. They could also pair survey data with interviews to examine how employees balance political and administrative demands. Fourth, future studies could test factors that may explain these links, such as work engagement, organisational commitment, public service motivation, and psychological empowerment, and factors that may strengthen or weaken them, such as political skill (Jabid et al., 2021), transformational or ethical leadership, and emotional intelligence (Saputra & Muthia, 2024). One key question is how political skill functions. It may strengthen the link between job satisfaction and performance. Alternatively, employees may use it to perform well despite low job satisfaction by navigating workplace politics. Finally, comparing permanent civil servants with contract staff, honorary workers, and general administrative support staff would give us a clearer picture of how staff management works in legislative secretariats.

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