



## Performance of Employees in Agriculture and Plantation Agency of Aceh

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### Abstract

**Purpose** – The objective of this study is examining the influence of organizational culture, work discipline, as well as self-esteem on employee performance in Agriculture and Plantation Agency in Aceh, with work motivation as a mediating variable.

**Methodology** – Census sampling method is used to obtain a total of 380 employees as the respondents and the data analysis is conducted through Structural Equation Model (SEM).

**Findings** – The results show that organizational culture, work discipline, self-esteem, knowledge management, and knowledge management, significantly influence work motivation. Organizational culture, self-esteem, and work motivation, significantly influence employee performance while work discipline does not affect the variable. Organizational culture partially influences mediation toward employee performance with intervening variable of work motivation. However, work motivation does not qualify as a mediation between work discipline as well as employee performance. Self-esteem and knowledge management partially influence mediation on the variable with intervening variable of work motivation.

**Originality** – Organizational culture on employee performance is utilized in this study.

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## 1. Introduction

COVID-19 pandemic was reported to have negative effects on the health and economic sectors, causing slow growth on a global scale. According to the World Bank's projections, there is anticipated global economic contraction, decreasing from 1.9% to 0.5% in 2023, with a further decline to 2% in 2024. This has also impacted Indonesia, with the projected growth rate decreasing from 5.2% to 5% in 2023 (Anggraeni, 2023). To facilitate economic recovery, collaboration and support from various stakeholders are important. In this context, small and medium-sized enterprises (SMEs) play a crucial role as drivers of the national economy. The significance lies in the ability to absorb 97% of the workforce and contribute to 60.4% of investment integration, making a substantial impact on the improvement of the Indonesian economy (Mariana & Noviyanti, 2022).

Management is a significant science implemented effectively within an organization to ensure optimal operations. Managing subordinates proficiently is a challenging task for leaders within the managerial framework. Therefore, a comprehensive understanding of management principles must be possessed to successfully attain organizational objectives in line with predetermined targets. A well-executed process within an agency correlates directly with enhanced achievement and improved performance. In this context, Agriculture and Plantation Agency of Aceh Province has the mandate to serve the community of employees with the best service and apply the principles of good governance. A strategic and policy transformation is important to improve the service quality as well as establish the Agriculture and Plantation Office of Aceh as an exemplary institution. Civil Servants (PNS), as the primary components of the human resources (HR), determines the success of administration and development efforts. Article 3 paragraph (1) (Law No. 43 1999) on the main points of staffing, public servants are elements of the state apparatus that deliver services to the community with professionalism, fairness, as well as integrity. Aceh Agriculture and Plantation Agency is responsible for guiding HR in matters relating to agriculture and plantations. In carrying out different work, field officers provide counseling to the farming community, while staff are tasked with preparing administrative data. There is a lack of field officers in each department, resulting in a lot of workload, causing anxiety that results in employee performance.

The performance of public organization employees has remained an attractive spotlight for experts in HR management (Luthans, 2012), and improving performance in public sector organizations is a challenging task for government officials and public managers (Asif & Rathore, 2021). Public or government organizations have lower performance compared to private organizations (private sector) to improve the performance of employees (Armstrong, 2015) and (Kahya, 2009), and individual performance is essentials for an ganization (Sonntag & Frese, 2002). More people are employed than the workloads, which decreases the efficiency level in the implementation. Furthermore, the implementation of staffing regulations is currently suboptimal, posing challenges to the effective realization of employee performance contributions in support of government organizations. Performance is the stage of achieving particular jobs (Hennessey & Bernardin, 2003). This can be obtained by influencing employees' perceptions, attitudes, and behavior towards the organization (Eliyana et al., 2019). Every agency or organization expects maximum employee performance and the variable is assessed within a specific timeframe according to predefined conditions or consensuses (Edison et al., 2016). The evaluation includes a thorough analysis and interpretation of the attainment or shortcomings in performance (Armstrong, 2015), (Arvey & Murphy, 1998) & (Blackman et al., 1967). To maintain high levels of productivity, it is crucial to establish clear goals, provide necessary resources, and foster a supportive work environment. Regular performance evaluations help identify areas for improvement and recognize employees' achievements. Additionally, ongoing training and development opportunities contribute to the continuous growth and enhancement of employees' skills, ensuring they remain competitive and valuable assets to the organization. Factors including the working environment, work discipline, as well as levels of job satisfaction affect the performance of employees. Low PNS performance causes by the system of recruitment, placement, and coaching of employees, who must accommodate many interests of other parties (Koike, 2013). To enhance the performance of public organization employees, it is crucial to address the current challenges and implement effective strategies. It involves improving the recruitment, placement, and coaching processes to ensure employees are well-equipped to handle their responsibilities. Additionally, fostering a positive work environment, promoting work discipline, and addressing job satisfaction levels can significantly impact employee performance.

By addressing these factors, public organizations can work towards bridging the performance gap between themselves and private sector counterparts, ultimately benefiting the overall efficiency and success of the organization.

Beyond addressing performance issues, this scholarly study also analyzes work motivation, which includes the effective direction of capabilities and potential of subordinates. Contrary to a common belief that workers primarily value monetary incentives as a strategy for enhancing motivation, a more comprehensive understanding of motivational factors is analyzed (Nuckcheddy, 2018). Furthermore, employee performance increases with the motivation of superiors, and offering non-material incentives is a strategic approach to consistently excel. The significance of employees' skills and capabilities becomes fully realized when accompanied by a strong motivation to work. Achieving optimal employee performance goes beyond motivation and depends on high levels of work discipline. It emphasizes the significance of not only tackling performance issues but also delving into work motivation and its impact on employees' capabilities and potential. It challenges the prevalent notion that monetary incentives are the sole driving force behind employee motivation. Instead, the study highlights the importance of understanding various motivational factors and the role of supportive superiors in boosting motivation. By combining employees' skills and capabilities with a high motivation to work, organizations can foster an environment conducive to excellence. Ultimately, achieving optimal employee performance requires not only motivation but also high levels of work discipline. By implementing these strategies, public organizations can enhance productivity, efficiency, and overall success, ultimately contributing to the betterment of the society they serve.

Organizational culture has an essential function and consistently influences the manifestation of worker within the professional environment (Idowu, 2016). Organizational culture is commonly understood as the collective set of beliefs, values, norms, assumptions, symbols, language patterns, actions and artefacts that are shared by all members of an organization (Chatman & Cha, 2003). It is considered to be a learned body of knowledge that helps shape the identity of the organization and creates a sense of shared identity among its members. However, this definition assumes that all members share a common understanding and there is no room for ambiguity. Besides, the physical work environment is the influence of the variable embraced by HR in the organization. Elements discernible within the physical and social work environment include the cleanliness of the workplace, arrangement of office equipment, adequacy of lighting, air circulation, workplace safety protocols, ergonomic considerations, noise levels, comfort, collaboration with colleagues, and coordination with other units or superiors (Joseph & Kibera, 2019). Discrepancies in the work environment may manifest over time, as the physical work environment and organizational climate consistently influence the attitudes and behavior of employees. An aesthetically pleasing and conducive physical work environment has the potential to enhance enthusiasm, while optimal conditions can effectively improve self-discipline. In essence, organizational culture plays a vital role in shaping the way employees behave and perceive their professional surroundings. The physical work environment, a crucial aspect embraced by Human Resources in an organization, comprises various elements such as cleanliness, office equipment arrangement, lighting, air circulation, workplace safety protocols, ergonomic considerations, noise levels, comfort, collaboration with colleagues, and coordination with other units or superiors. Over time, inconsistencies in the work environment can surface and impact the employees' attitudes and behaviours. A visually appealing and favourable work environment can boost employees' enthusiasm, while optimal conditions can significantly enhance their self-discipline. Consequently, organizations should prioritize maintaining a positive work

environment to foster a productive and efficient workforce, ultimately contributing to the organization's success and the society it serves.

Discipline reflects an individual's willingness to adhere to all regulatory norms within the surroundings. Itang (2015) and Billett (2004) mentioned that discipline is a willingness to follow the regulations and norms at work that can affect performance. This variable shows an increased sense of responsibility among employees concerning the fulfillment of assigned tasks. Individuals with a high level of work discipline show the ability to execute duties diligently without constant supervision. Therefore, leaders should be attentive to the level of employee work discipline, recognizing the potential to positively impact the attainment of organizational objectives. In line with this perspective, numerous studies have emphasized the importance of work discipline in enhancing organizational performance. For instance, a study by Idowu (2016) highlights the influence of work discipline on employee productivity and organizational effectiveness. Similarly, Joseph and Kibera (2019) underscore the role of a conducive work environment in fostering work discipline and, consequently, improving employee performance. These findings collectively suggest that leaders who prioritize work discipline and create an environment that nurtures it can significantly contribute to the attainment of organizational objectives.

Factors that influence employee work discipline consist of leadership, culture, and work environment (Bekti, 2022) & (Ali et al., 2015). Every leader has behavior in leading subordinates known as a leadership style. Differences in individual backgrounds and characteristics certainly affect work attitudes and behavior toward work discipline. Self-esteem is the cognitive process of self-evaluation where an individual assesses worth. This internal assessment is intrinsically linked to self-acceptance, characterized by expressions of appreciation and recognition. The variable shows the degree to which an individual is perceived as capable, successful, and valuable (Baumeister et al., 2003). Furthermore, Krauss & Orth (2022) report that self-esteem associated with work is partly determined by the prestige and respect ordered by the organization. In addition, self-esteem has relation with work and other attitudes at work (Brook, 1991) (Kuster et al., 2013), and (Gordon & Hood, 2021). Factors influencing the variable are appreciation and acceptance from important people, history of success, status, and position achieved, values and inspiration of individuals in interpreting experiences, dealing with devaluation, age, race, ethnicity, and puberty. The management of knowledge is an important component in organizational success, including innovation, strategy, economics, and management. Behavioral knowledge is a field that arises from interdisciplinary and is based on the fields of organizational psychology, ordering and information science, computer science, and economics. This field contains the objectives of an organization concerning customers, products, the dissemination process of knowledge, and competitors (Iis et al., 2023).

The phenomenon of organizational culture seems to be less oriented towards results and the program activities run normally without strict supervision. There are conveniences in providing project funding, or the policy is not team-oriented when certain interests or relationships such as a close friend of the leader exist. Furthermore, the low stability in deciding policies and changes in the decision-making among superiors become an internal problem in an organization. Study by (Schein, 2017) reported the role of organizational culture in shaping behaviors and practices within an institution. This significantly influences the interpretation and responses of employees to various situations, including the orientation toward achieving results. Moreover, Sulich et al. (2021) stated the impact of organizational culture toward decision-making processes, and organizational culture is measured as an identity of an organization (Cheung et al., 2011). The organizational culture helps determine the extent to which new ways of working are adopted and used (Frost & Gillespie, 1998). Team-based decision-making relies on organizational beliefs that

support the idea that change strengthens organizational goals. The low stability in deciding policies and changes among superiors can be linked to a cultural aspect of tolerating ambiguity or lack strong framework for effective decision-making.

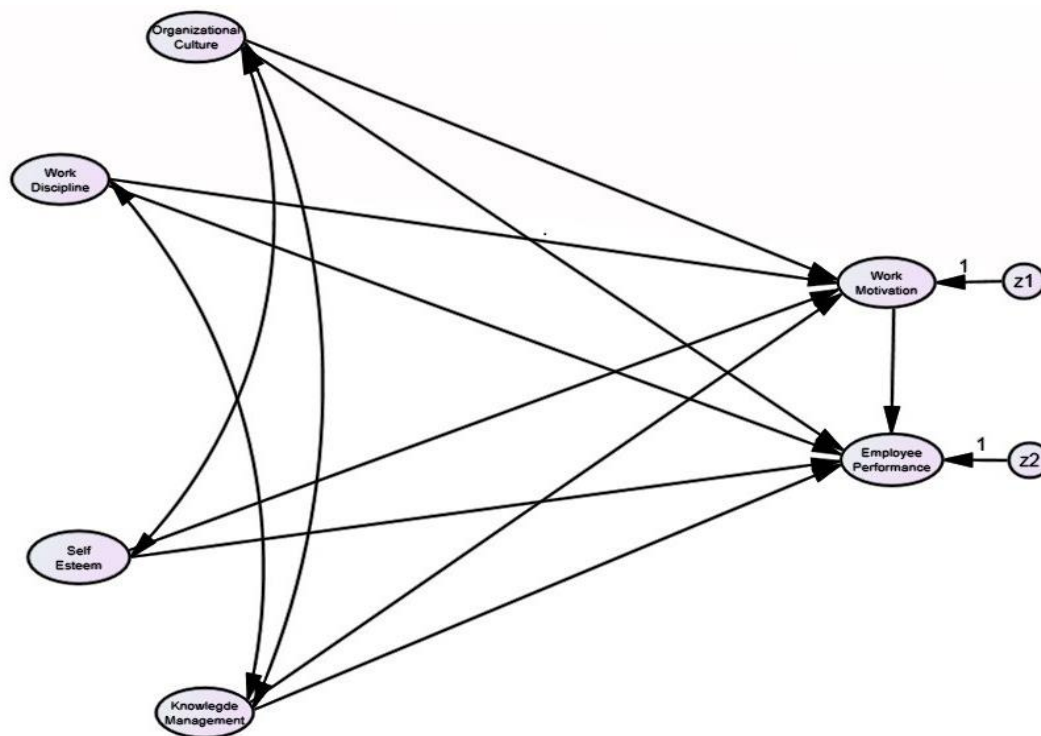
Work discipline from observations shows the differences in providing services to the community. The difference consists of poor service and attitudes in respecting, complying, and obeying applicable work regulations, such as working hours, mechanisms, and work procedures. Many employees do not comply with working hours, causing a lack of work discipline level where some employees come late and leave work sooner. The vigilance against loss or risk in implementing new decisions without work experience is still developing. This gives the impression that employees are less concerned and only wait for instructions or orders from the leaders. In accordance with (Irawan, et al., 2020), as well as (Prayogi et al., 2019), work discipline influences employee performance. Other studies also supports that there is a significant relationship between work discipline and employee performance (Iskamto et al., 2020), and has significant effects on performance (Hidayati et al., 2019). Then, the phenomenon of employee self-esteem and the sense of security in the Agriculture and Plantation Agency of Aceh Province appears to be suboptimal. This situation leads to unexpected problems with a negative impact on employees, particularly when faced with unexpected job rotations or mutations. Additionally, the phenomenon of employee knowledge management shows that the identification of knowledge, specifically time management and work progress, has not been maximally understood. In terms of sharing knowledge regarding the practice and implementation of activities, there are limitations, and no transformative efforts are apparent. Moreover, employee understanding is limited to basic training, with no ongoing development. This observation is consistent with previous studies (Akgunduz, 2015), indicating that self-esteem affects performance. According to Pierce & Gardner, (2004), self-esteem has an important function in shaping the direction as well as motivation of human behaviors. In another sight, an individual's self-esteem, which is formed around their work and organizational experiences, plays a significant role in determining employees' motivation, attitudes, and work-related behaviours (Rus et al., 2022).

In the Aceh Agriculture and Plantation Office, it is found that employee motivation shows low result due to the lacking creativity in communicating innovative ideas as constructive input for future service progress. The willingness to accept challenges or confront difficulties that require courage among employees is below average. This is in contrast to opting for the safety of engaging in routine and common activities, resulting in minimal changes of completing organizational programs in line with the expected work standards. This observation is supported by (Shahzadi, et al., 2014), where the effect of employee motivation is positive and significant. Employee performance shows a deficiency in the quality of work, as evidenced by incomplete programs and challenges in field problem-solving. Additionally, the imposition of a government lockdown due to COVID-19 significantly influences work dynamics. Some employees show a lack of adherence to progress, potentially attributed to the remote work environment without adequate supervision. There is also a tendency towards passive work creativity while awaiting directives from superiors. In line with the phenomenon, Junaedi & Digidowiseiso (2023) reported that organizational culture, work discipline, and work motivation were essential to improve performance. Other studies by Kusuma et al., (2019) & Ersa Rahmadania & Herminingsih, (2021) resulted that work discipline, work motivation, and organizational culture highly affected employee performance. Meanwhile, self-esteem is identified as a significant element in influencing performance (Akgunduz, 2015), (V. Sharma et al., 2015), (Mossholder et al., 1981), and (Lane et al., 2004). Self-esteem is an absolutely critical factor that has an undeniable impact on numerous vital outcomes of employees. It is a definitive variable that determines their behavior both within

and outside of the workplace, exerting an influence on performance, job satisfaction, commitment, turnover, work motivation, and even the civic behavior of workers (Gómez-Jorge & Díaz-Garrido, 2023). The insights from these studies show the importance of work discipline, motivation, as well as organizational culture in enhancing employee performance. It focuses on the function of self-esteem as a contributing factor and incorporating these perspectives into interventions potentially addresses the observed shortcomings. Based on the above problems, study entitled The Effect of Organizational Culture, Work Discipline, Self Esteem, and Knowledge Management toward Employee Performance with Intervening Variable of Work Motivation in the Agriculture and Plantation Agency in Aceh.

### 1.1 Conceptual Framework

The conceptual framework serves as an elucidation of the connection between theory and crucial aspects in a particular problem. This is the foundation of scientific study prepared based on previous theories. In this study, the conceptual framework is based on theories, expert opinions, and previous results as displayed in Figure 1 below:



**Figure 1.** Conceptual Framework

In accordance with the framework, thirteen hypotheses have been formulated as follows:

- H<sub>1</sub>:** Organizational culture positively as well as significantly affects work motivation of employees at the Agriculture and Plantation Agency in Aceh
- H<sub>2</sub>:** Work discipline positively as well as significantly affects work motivation of employees at the Agriculture and Plantation Agency in Aceh
- H<sub>3</sub>:** Self-esteem positively as well as significantly affects work motivation of employees at the Agriculture and Plantation Agency in Aceh
- H<sub>4</sub>:** Knowledge Management positively as well as significantly affects the work motivation of employees at the Agriculture and Plantation Agency in Aceh

- H5:** Organizational culture positively as well as significantly affects employee performance at the Agriculture and Plantation Agency in Aceh
- H6:** Work discipline positively as well as significantly affects employee performance at the Agriculture and Plantation Agency in Aceh
- H7:** Self-esteem positively as well as significantly affects employee performance at the Agriculture and Plantation Agency in Aceh
- H8:** Knowledge Management positively as well as significantly affects employee performance at the Agriculture and Plantation Agency in Aceh
- H9:** Work motivation positively as well as significantly affects employee performance at the Agriculture and Plantation Agency in Aceh
- H10:** Work motivation acts as a mediating factor in the correlation between organizational culture as well as employee performance at the Agriculture and Plantation Agency in Aceh
- H11:** Work motivation acts as a mediating factor in the correlation between work discipline as well as employee performance at the Agriculture and Plantation Agency in Aceh
- H12:** Work motivation acts as a mediating factor in the correlation between Self-esteem as well as employee performance at the Agriculture and Plantation Agency in Aceh
- H13:** Work motivation acts as a mediating factor in the correlation between Knowledge Management as well as employee performance at the Agriculture and Plantation Agency in Aceh

## 2. Research Methods

The independent variables are organizational culture, work discipline, self-esteem, and knowledge management. Furthermore, work motivation is a mediator, and employee performance as dependent variable. The questionnaire is utilized as an instrument to obtain data using Likert scales 1-5. A total of 380 employees used as samples in the Agriculture and Plantation are obtained through Census sampling technique (S. Sharma et al., 1981), and (Baron & Kenny, 1986). Demographics include age, gender, and educational background. Regarding age, 182 and 198 respondents were between 26-35 and 36-55 years, respectively. In terms of gender distribution, 178 respondents were male, while 202 were female. Concerning educational background, 42, 301, and 37 respondents held a diploma, undergraduate, and graduate degree, respectively.

$$\text{Construct Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum e_i}$$

While extracts variants can be calculated by the following formula:

$$\text{Variance Extracted} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading} + \sum e_i^2}$$

**Figure 2.** Reliability Test Formula

The selected method for data analysis involves employing the Structural Equation Model (SEM) with SPSS 16.0 as well as Amos. The instrument validity is tested using the Confirmatory Factor Analysis (CFA) of each contract by analyzing the value of Loading Factor in every indicator. Each statement yields a value exceeding  $> 0.6$  using the reliability test formula.

## 3. Results and Discussions

### 3.1 Characteristics of Respondents

This study uses SEM analysis to evaluate the relationships between variables. The results are visually presented in Figure 2, providing a graphical representation of the structural relationships among the variables. As the analysis unfolds, subsequent modifications or



refinements to the model are introduced based on statistical considerations or theoretical insights, leading to an enhanced understanding of the intricate dynamics. Figure 2 shows the results of a full model 1 utilizing SEM analysis.

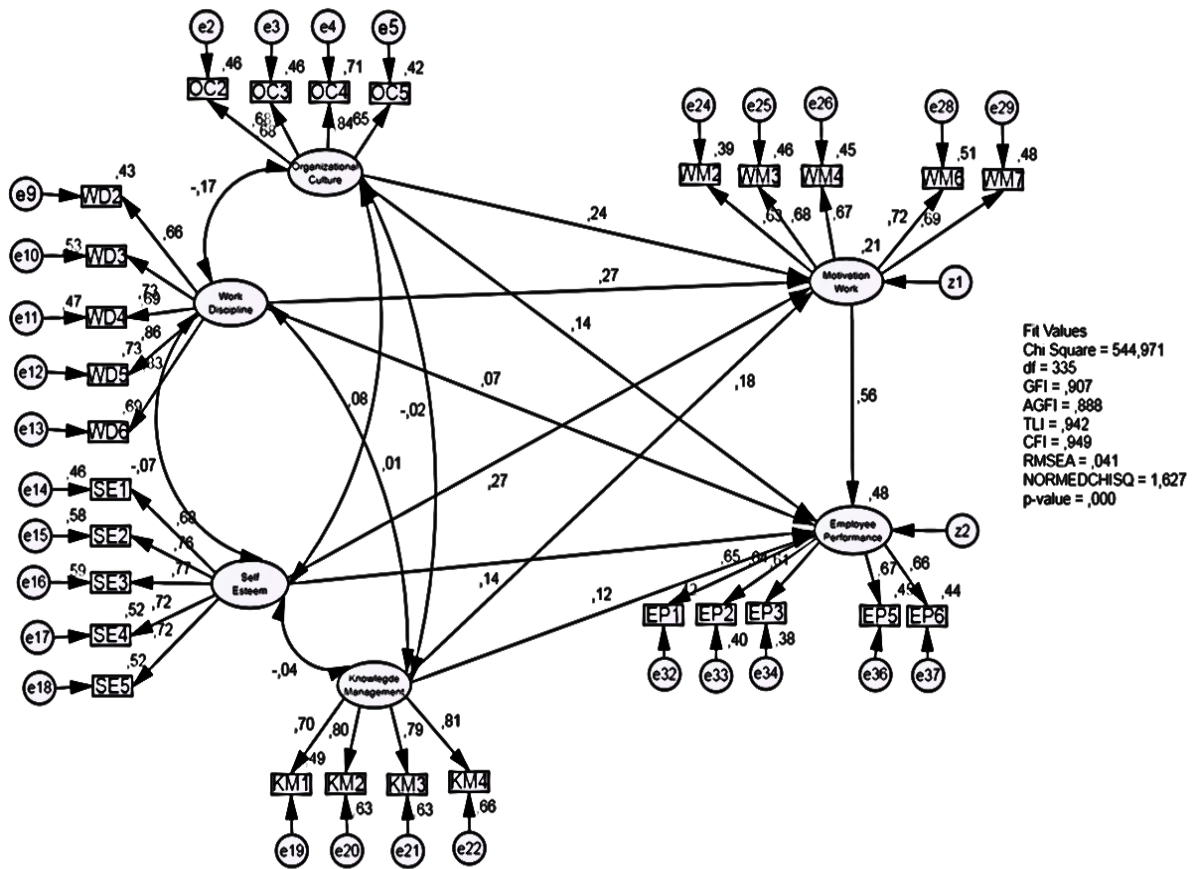


Figure 2. Full Model before Modification

The assessment of model suitability as indicated in Table 1 provides an assessment for the fitness of the proposed model in the observed data, offering insights into the adequacy in representing the relationships among the variables. Goodness-of-fit indices, such as Goodness of Fit Index (GFI), the X<sup>2</sup>-Chi-Square, probability, Adjusted Goodness of Fit Index (AGFI), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), CMIN/DF ratio, as well as Root Mean Square Error of Approximation (RMSEA), are presented. These indices collectively contribute to the evaluation of the model to determine the appropriateness in capturing the complexities of the relationships. The interpretation is crucial in assessing the robustness and validity of the SEM used in this study.

Table 1. Validity and Reliability in Outer Model Test

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
X <sup>2</sup> -Chi-Square	Expected low	544.971	Good
Probability	≥ 0.05	0.000	Marginal
GFI	≥ 0.90	0.907	Good
AGFI	≥ 0.90	0.888	Marginal
CFI	≥ 0.95	0.949	Marginal
TLI	≥ 0.95	0.942	Marginal
CMIN/DF	≤ 2	335	Marginal
RMSEA	≤ 0.08	0.041	Good

Source: processed data



The conclusive findings of the confirmatory factor analysis (CFA) for the full model are presented in Table 1. The constructs utilized to formulate the model in CFA, along with the regression values among these constructs as well as the goodness-of-fit test consisting of X2-Chi-Square, RMSEA, as well as GFI, have successfully fulfilled the specified criteria. However, CFI, Probability, TLI, AGFI, as well as CMIN/DF show bad values and should be modified.

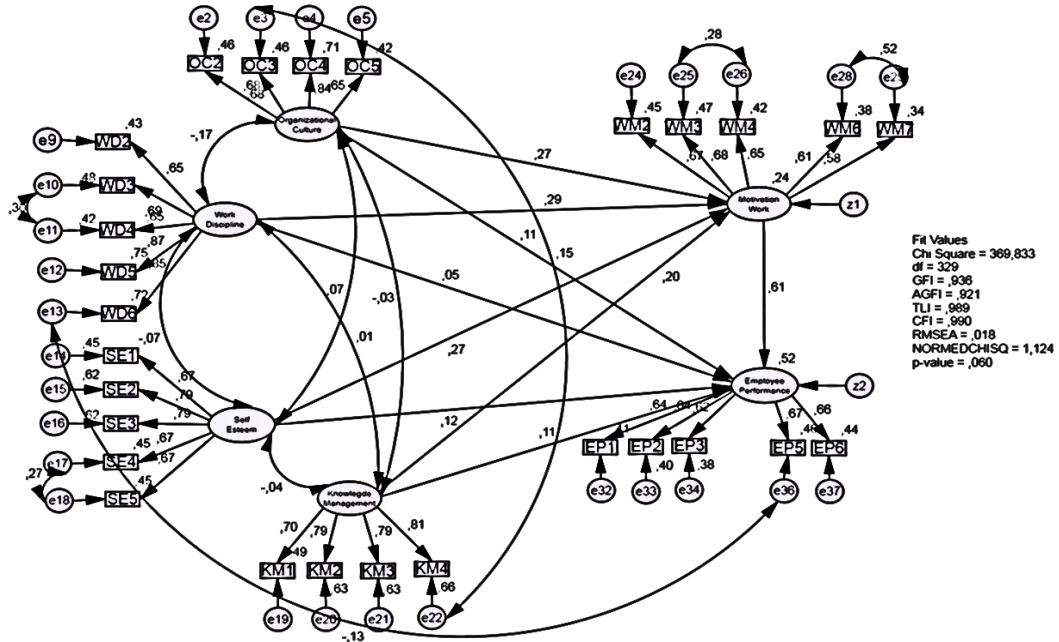


Figure 3. Full Model after Modification

Additionally, Table 2 is results of the model's suitability test as can be seen below:

Table 2. The Conformity Index Tests

<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	<i>Analysis Results</i>	<i>Model Evaluation</i>
X <sup>2</sup> -Chi-Square	small expected	369.833	Good
Probability	≥ 0.05	0.060	Good
GFI	≥ 0.90	0.936	Good
AGFI	≥ 0.90	0.921	Good
CFI	≥ 0.95	0.990	Good
TLI	≥ 0.95	0.989	Good
CMIN/DF	≤ 2	329	Marginal
RMSEA	≤ 0.08	0.018	Good

Source: processed data

The outcomes of the confirmatory factor analysis for the complete model are displayed in Figure 3 as well as Table 2. The constructs used in forming the model, the regression values among constructs as well as the goodness-of-fit test, including X2-Chi-Square, probability, GFI, AGFI, CFI, TLL, as well as RMSEA, have satisfied the specified criteria. However, CMIN/DF is approaching a satisfactory level, since the model is well-fitted and supports the data.

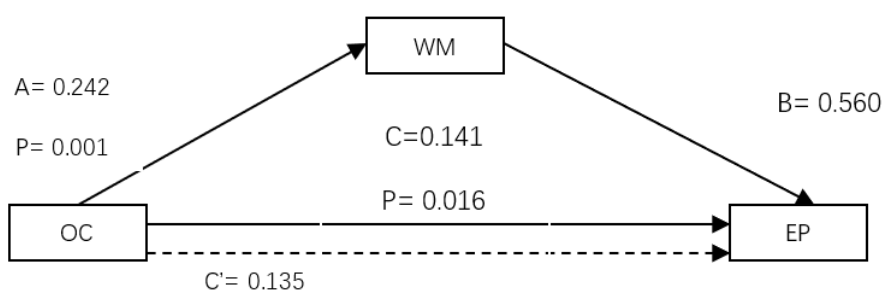
The results in Table 3 (see Appendix) reveal direct and indirect effects and total effects. The direct effects of organizational culture, knowledge management, work discipline, and self-esteem on work motivation and employee performance are significant. Organizational culture has a direct impact of 0.242 on work motivation and 0.141 on employee performance. Knowledge management directly affects work motivation by 0.183 and employee performance by 0.125. Work

discipline shows a direct influence of 0.269 on work motivation and 0.072 on employee performance. Self-esteem has a direct effect of 0.270 on work motivation and 0.136 on employee performance. Lastly, work motivation has the highest direct impact on employee performance, with a value of 0.560.

The indirect effects of organizational culture, knowledge management, work discipline, and self-esteem on employee performance through work motivation are also significant. Organizational culture has an indirect impact of 0.135 on employee performance. Knowledge management indirectly affects employee performance by 0.102. Work discipline shows an indirect influence of 0.151 on employee performance. Similarly, self-esteem has an indirect effect of 0.151 on employee performance. In this context, there is no indirect impact of work motivation on employee performance.

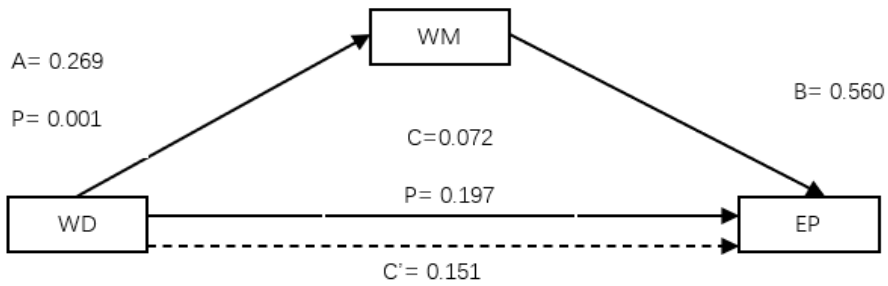
The total effects, encompassing both direct and indirect effects of the analyzed factors on work motivation and employee performance, are noteworthy. Organizational culture has a total impact of 0.242 on work motivation and 0.276 on employee performance. Knowledge management affects work motivation by 0.183 and employee performance by 0.227. Work discipline shows a total influence of 0.269 on work motivation and 0.223 on employee performance. Self-esteem has a total effect of 0.270 on work motivation and 0.287 on employee performance. Lastly, work motivation significantly impacts employee performance, with a total effect value 0.560.

In summary, the direct, indirect, and total effects of organizational culture, knowledge management, work discipline, self-esteem, and work motivation demonstrate that these factors play crucial roles in enhancing work motivation and employee performance. Work motivation is highly significant, having the greatest impact on employee performance. Therefore, organizations should focus on boosting work motivation through effective management of organizational culture, knowledge management, work discipline, and self-esteem to achieve optimal performance.



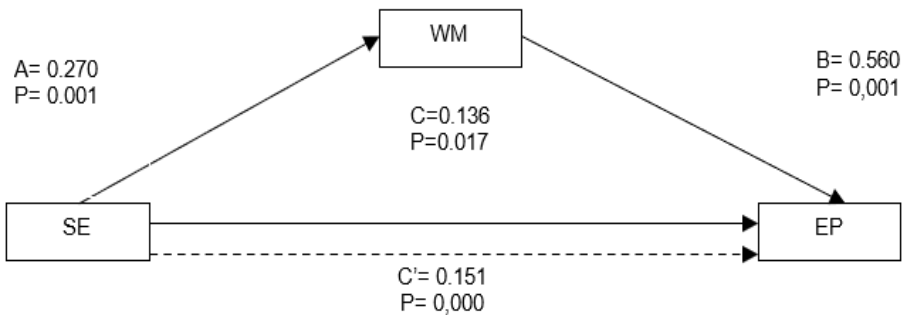
**Figure 4.** Mediation Effect Test Results

Figure 4 displays the findings of testing the impact of work motivation as a mediating factor in the relationship between organizational culture as well as employee performance. The significance of the coefficients for paths A, B, as well as C is found, as well as a partial mediation relationship occurs. Furthermore, organizational culture significantly influences employee performance with work motivation as the mediating variable, and the tenth hypothesis ( $H_{10}$ ) is accepted. Figure 5 presents the outcomes of examining the mediating effect in the relationship between work discipline as well as employee performance, with work motivation as the mediation:



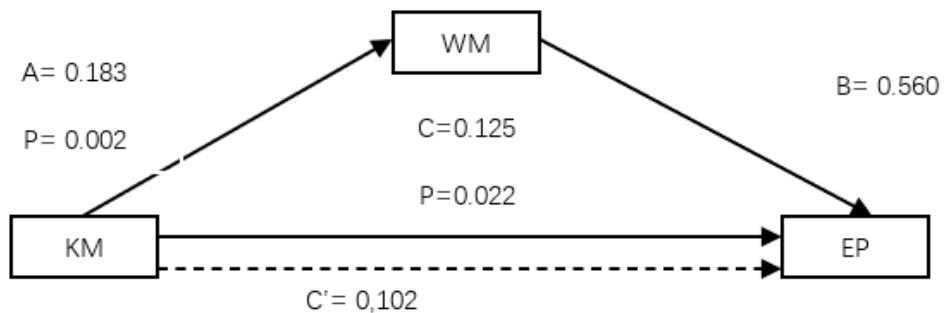
**Figure 5.** Mediation Effect Test Results

Based on Figure 5, the coefficients of paths A as well as B are significant, while path C is insignificant. Therefore, work motivation does not fulfill the criteria as a mediating variable and the eleventh hypothesis (H<sub>11</sub>) has been rejected. Figure 6 presents the outcomes of assessing the mediating effect in the relationship between self-esteem as well as employee performance, with work motivation as mediation:



**Figure 6.** Mediation Effect Test Results

Figure 6 explains that the coefficients of paths A, B, as well as C are significant. Meanwhile, path C is also significant and shows a partial mediation relationship. Self-esteem significantly influences employee performance through mediation variable of work motivation and the twelfth hypothesis (H<sub>12</sub>) is accepted. Figure 6 shows the outcomes of the mediation effect test regarding the relationship between knowledge management as well as employee performance, with work motivation as mediation:



**Figure 7.** Mediation Effect Test Results

In Figure 7, it is evident that the coefficients of paths A, B, as well as C show significant results. Since the probability of path C shows significant result, there is a partial mediation relationship. Furthermore, Knowledge Management significantly influences employee

performance with mediating variable of work motivation, and the thirteenth hypothesis (H<sub>13</sub>) is accepted.

Furthermore, this study has tested several hypotheses to examine the relationships between various variables to explain the results of hypotheses H<sub>1</sub> to H<sub>13</sub> in detail. The Table 4 below provides a clear picture of the statistical significance of each hypothesis, as well as the direction of the relationship between the variables involved and will be a useful reference in understanding findings.

**Table 4.** Hypothesis Test Results

Hypothesis Statement	Est.	S.E.	C.R.	P	Explanation
Organizational culture positively as well as significantly affects work motivation	0.242	0.044	3.844	0.001	Accepted
Work discipline positively as well as significantly affects work motivation	0.269	0.042	4.446	0.001	Accepted
Self-esteem positively as well as significantly affects work motivation	0.270	0.047	4.382	0.001	Accepted
Knowledge Management positively as well as significantly affects work motivation	0.183	0.039	3.111	0.002	Accepted
Organizational culture positively as well as significantly affects employee performance	0.141	0.044	2.406	0.016	Accepted
Work discipline positively as well as significantly affects employee performance	0.072	0.042	1.290	0.197	Rejected
Self-esteem positively as well as significantly affects employee performance	0.136	0.047	2.383	0.017	Accepted
Knowledge Management positively as well as significantly affects employee performance	0.125	0.039	2.297	0.022	Accepted
Work motivation positively as well as significantly affects employee performance	0.560	0.087	6.864	0.001	Accepted
Work motivation serves as a partial mediation in the effect of organizational culture on employee performance.	0.135	0.032	4.181	0.000	Accepted
Work motivation cannot mediate the effect of work discipline on employee performance	0.151	0.033	4.540	0.000	Rejected
Work motivation serves as a partial mediation in the effect of Self-esteem on employee performance	0.151	0.035	4.285	0.000	Accepted
Work motivation serves as a partial mediation in the effect of Knowledge Management on employee performance	0.102	0.027	3.791	0.000	Accepted

Source: processed data

The hypothesis results presented above provide insights into the relationships between organizational culture, work discipline, self-esteem, knowledge management, work motivation, and employee performance within an organizational context, as explained below:

Organizational culture positively and significantly affects work motivation. This hypothesis suggests that a strong organizational culture positively affects employees' motivation to perform their work tasks. Schein (2017) found that organizational culture can positively affect employees' motivation to perform their work tasks. This finding highlights the importance of a supportive and conducive organizational culture in fostering employee motivation.

Work discipline positively and significantly affects work motivation, indicating that maintaining discipline in the workplace leads to higher levels of work motivation among employees. Latham & Locke (1991) claimed that maintaining discipline can lead to higher levels of work motivation among employees. It means that Employees who adhere to workplace rules and regulations are likely to be more motivated to achieve their goals and meet performance expectations.

Self-esteem positively and significantly affects work motivation: Individuals with higher self-esteem are more likely to be motivated to work. This result aligns with psychological theories that suggest a positive self-concept can enhance motivation and performance. It is alike with Judge & Bono (2001), mentioning that self-esteem relates to job satisfaction and performance, highlighting its impact on work motivation.

Knowledge Management positively and significantly affects work motivation. Effective knowledge management practices contribute to higher levels of work motivation. This results is supported by Alavi & Leidner (2001) that effective knowledge management practices contribute to higher levels of work motivation. When employees have access to relevant information and resources, they are more likely to feel motivated to engage in their work tasks and contribute to organizational goals.

Organizational culture positively and significantly affects employee performance. It is supported by Fondas & Denison, (1991) that a strong organizational culture correlates with higher levels of employee performance. This finding underscores the role of organizational culture in shaping employees' behaviours and attitudes, ultimately influencing their performance outcomes.

Work discipline positively but not significantly affects employee performance, while work discipline positively affects employee performance, and the relationship is not statistically significant in this study. This result suggests that other factors may have a higher influence on employee performance or that the impact of work discipline varies depending on contextual factors. It is the same with the findings of Posdakoff & Mackenzie (1994), mentioning that work discipline positively but not significantly affects employee performance.

Self-esteem positively and significantly affects employee performance. Employees with higher self-esteem tend to exhibit better performance in their roles. This finding highlights the importance of addressing employees' psychological well-being and self-perception to enhance performance outcomes. Self-efficacy, closely related to self-esteem, relates to work-related performance (Stajkovic & Luthans, 1998).

Knowledge management positively and significantly affects employee performance. It is supported by Chen & Huang, (2009) that Effective knowledge management practices contribute to improved employee performance. Organizations that invest in knowledge-sharing and learning opportunities are likely to see positive outcomes in terms of employee performance.

Work motivation positively and significantly affects employee performance. This hypothesis confirms the critical role of work motivation in driving employee performance as stated by Latham & Pinder (2005). Motivated employees are more likely to exert effort, demonstrate persistence, and achieve higher levels of performance.

Work motivation serves as a partial mediation in the effect of organizational culture on employee performance. This results is supported by Jung & Sosik (2002), mentioning that work motivation partially mediates the effect of organizational culture on employee performance This suggests that work motivation partially mediates the relationship between organizational culture and employee performance. In other words, while organizational culture directly influences employee performance, part of this effect is also explained by its impact on work motivation.

Work motivation cannot mediate the effect of work discipline on employee performance. Contrary to expectations, work motivation does not mediate the relationship between work discipline and employee performance. The results is supported by Podsakoff et al. (2000) that work motivation does not act as a mediator between work discipline and employee performance. It indicates that the influence of work discipline on employee performance operates independently of its effect on work motivation.

Work motivation serves as a partial mediation in the effect of self-esteem on employee performance: Similar to hypothesis 10, this suggests that work motivation partially mediates the relationship between self-esteem and employee performance. While self-esteem directly influences performance, part of this effect is also explained by its impact on work motivation. It is the same with the results by Judge & Bono (2001) that work motivation partially mediates the effect of self-esteem on employee performance.

Work motivation serves as a partial mediation in the effect of knowledge management on employee performance: Again, this hypothesis suggests that work motivation partially mediates the relationship between knowledge management and employee performance, which align with (Chen & Huang, 2009). It means that effective knowledge management practices not only directly impact performance but also indirectly influence it through their effect on work motivation.

Overall, these results emphasize the interconnectedness of various organizational factors and their impact on employee motivation and performance. Organizations can use these findings to inform their strategies for creating a supportive work environment, fostering employee motivation, and ultimately enhancing performance outcomes.

#### 4. Conclusions

The study explores the impact of organizational culture, self-esteem, knowledge management, and work discipline on work motivation and performance in the Agriculture and Plantation Agency in Aceh. It finds that organizational culture, self-esteem, and knowledge management positively influence work motivation and performance, while work discipline directly affects performance. However, work discipline does not directly impact motivation. The study suggests maintaining conducive organizational environments and effective work discipline practices to enhance employee performance. Limitations include the specificity of the organizational context and the use of self-report measures. Future research should consider diverse organizational contexts, longitudinal studies, and the role of individual differences in shaping these relationships. Besides, the study investigated the impact of organizational culture, self-esteem, knowledge management, and work discipline on work motivation and performance in the Agriculture and Plantation Agency in Aceh. The results indicated that organizational culture, self-esteem, and knowledge management positively affected work motivation and performance. Work discipline also influenced performance positively but did not directly affect work motivation. The study highlighted the importance of creating a conducive organizational environment and maintaining effective work discipline practices to improve employee performance. However, the findings are limited to the specific context of the Agriculture and Plantation Agency in Aceh, and caution should be exercised when generalizing the results to other contexts. Future studies could explore different organizational contexts and investigate potential moderating variables to enhance understanding of the relationships between organizational factors and employee outcomes.

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**APPENDIX**

**Table 3.** The Outcomes of Direct, Indirect, and Total Effects

	<b>Organizational Culture</b>	<b>Knowledge Management</b>	<b>Work Discipline</b>	<b>Self Esteem</b>	<b>Work Motivation</b>	<b>Employee Performance</b>
<b>Direct Effects</b>						
Work Motivation	0.242	0.183	0.269	0.270	0	0
Employee Performance	0.141	0.125	0.072	0.136	0.560	0
<b>Indirect Effects</b>						
Work Motivation	0	0	0	0	0	0
Employee Performance	0.135	0.102	0.151	0.151	0	0
<b>Total Effects</b>						
Work Motivation	0.242	0.183	0.269	0.270	0	0
Employee Performance	0.276	0.227	0.223	0.287	0.560	0

Source: processed data