



## Strategies for Improving Employee Performance Through Strengthening Organizational Culture, Work Discipline, Training Programs and Trust

Endang Kustini<sup>1</sup>, Nancy Yusnita<sup>2</sup>, Widodo Sunaryo<sup>3</sup>

<sup>1</sup>, Pamulang University, Indonesia

<sup>2,3</sup>, Pakuan University, Indonesia

Email: <sup>1</sup>endangkustini279@gmail.com, <sup>2</sup>nancyusnita@yahoo.co.id, <sup>3</sup>widodosunaryo20@gmail.com

DOI: <https://doi.org/10.54099/aijb.v4i2.1245>

### ARTICLE INFO

Research Paper

#### Article history:

Received: 15 December 2024

Revised: 31 January 2025

Accepted: 20 February 2025

**Keywords:** Organizational Culture, Work Discipline, Training Program, Trust, Employee Performance

### ABSTRACT

**Purpose** – This study aims to test the influence of organizational culture, work discipline and training programs on employee performance with trust as a mediator. **Methodology/approach** – The population in this study were all civil servants in functional positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia totaling 253 employees. The sampling technique used proportional random sampling with the Slovin formula with an error margin of 5% with a sample size of 155 respondents. The data analysis method used in this study was Path Analysis. **Findings** – Terdapat pengaruh langsung positif yang signifikan Budaya Organisasi, Disiplin Kerja, Program Pelatihan dan Kepercayaan terhadap Kinerja Pegawai. Terdapat pengaruh langsung positif yang signifikan Budaya Organisasi, Disiplin Kerja, dan Program Pelatihan terhadap Kepercayaan. Variabel Kepercayaan mampu menjadi mediasi pengaruh Budaya Organisasi, Disiplin Kerja, dan Program Pelatihan terhadap Kinerja Pegawai. **Novelty/value** – This study raises a topic that has been relatively little explored in the context of improving employee performance in the government sector, especially in the Ministry of Cooperatives and SMEs of the Republic of Indonesia, with a focus on Civil Servants in Functional Positions.

*This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.*

### INTRODUCTION

The current era of the industrial revolution 5.0 has had a major impact on various sectors, especially in the development of digital technology. This development requires organizations to have superior human resources (HR) in the digital field in order to compete and continue to grow. Organizations must be able to run their businesses with the best possible thinking and actions, and have new strategies in improving the development and performance of their employees. This aims to optimize all aspects related to organizational activities and improve employee performance. One of the main factors that supports the achievement of organizational goals is human resources. The Ministry of Cooperatives and SMEs is a government agency tasked with managing matters related to cooperatives and small and medium enterprises, as stated in Presidential Regulation Number 24 of 2010. The main task of this ministry is to implement policies, coordination, and synchronization of policy implementation in the field of cooperatives and micro, small, and medium enterprises, as well as management of state assets that are



the responsibility of the ministry. In its implementation, the Ministry of Cooperatives and SMEs has the function of determining policies in the field of cooperatives and SMEs, as well as supervising the implementation of tasks within this ministry.

Employee performance in an organization shows the extent to which employees are able to achieve targets set based on previously agreed performance indicators. Afandi (2018) states that employee performance is the work results that can be achieved by individuals or groups in an organization in accordance with the authority and responsibility they have, in order to achieve organizational goals. Employee performance assessments at the Ministry of Cooperatives and SMEs are carried out using two main approaches, namely work behavior assessments and employee performance target assessments (SKP). SKP is a work plan that includes a work plan for one year which will then be measured based on the output produced by the employee. This assessment aims to assess the quantity and quality of work that has been done by employees.

In a report on the performance of employees of the Ministry of Cooperatives and SMEs in functional positions for the period 2021-2023, there are several findings regarding fluctuations in employee performance. Based on existing data, the average employee performance in 2021 showed sufficient results with a value of 79%. In 2022, employee performance increased to the good category with a value of 85%, but in 2023 it decreased again to 81%, although it remained in the good category. Several factors that influence this fluctuation in employee performance include less than optimal target achievement, work quality that is still within tolerance limits even though there are still shortcomings, limited employee initiative, and lack of significant self-development among employees. In addition, one of the factors that also plays a role in employee performance is organizational culture.

Organizational culture reflects the values held by individuals or groups within an organization. A strong culture can encourage employees to innovate, work hard, maintain quality, and be customer-oriented (Dungers, 2023). A good culture can also increase employee job satisfaction and build harmonious relationships among members of the organization. However, the implementation of an organizational culture that is too restrictive of employee freedom can cause job dissatisfaction that leads to stress (Efendi & Utama, 2021). Based on an interview with one of the personnel employees, several problems with organizational culture were found at the Ministry of Cooperatives and SMEs, such as bad habits of employees who do not obey regulations, such as smoking in the work area and arriving late without a clear reason. This shows that even though there are rules in place, not all employees comply with these rules consistently.

In addition to organizational culture, work discipline also plays an important role in employee performance. Discipline is a person's awareness to obey the rules and norms that apply in the organization, (Ekakoron, 2017). In the Ministry of Cooperatives and SMEs, working hour rules have been clearly established, with the use of attendance through fingerprint recording to monitor employee discipline. However, based on employee attendance data, there has been an increase in the number of employees who are late for work, go home early, and are absent without clear reasons. This phenomenon indicates low work discipline among employees, which has the potential to affect overall performance. Indiscipline in carrying out tasks will slow down the achievement of organizational goals, reduce the quality of work, and increase the error rate.

One factor that can improve employee performance is through the right training program. Training programs organized by organizations aim to improve employee skills and knowledge according to the needs of the organization, (Lee, et al, 2020). At the Ministry of Cooperatives and SMEs, several types of training have been held, such as taxation training, procurement of goods/services, public services,

and leadership training. However, even though there are various training programs available, there are still many employees who have not been able to participate in the training, especially for new employees or those who are inexperienced. Another obstacle is the lack of understanding of technology, which is a challenge for some employees, especially the more senior ones. The inability to operate technological devices can hinder employees from carrying out their duties effectively, (Zajac, et al, 2019).

Trust in the organization is also an important factor that affects employee performance. Trust between leaders and employees, as well as between fellow employees, will create a better work environment, (Arbaan & Addury, 2022). In organizations that have high trust, teamwork becomes more effective, and overall performance will improve, (Caniago & Sudarmi, 2021). Conversely, a lack of trust will lead to low work motivation, decreased innovation, and decreased productivity, (Fredolin & Janette, 2022). Some of the problems that arise in the Ministry of Cooperatives and SMEs related to trust are the lack of support from leaders for employee ideas, unclear or changing policies, and lack of effective communication among employees. All of these things can reduce the level of trust and, ultimately, affect employee performance.

The research gap in this study is found in the research of Bhuiyan et al (2020); Entang & Sunaryo (2019); Gencer et al (2021); Gorondutse & Hilman (2019); and Junaedi et al (2020) which provide results that organizational culture has a significant effect on employee performance. This is different from the results of research conducted by Sugiyono & Rahajeng (2022); Efendi & Utama (2021); and Girsang (2019) which show that organizational culture does not have a significant effect on employee performance. Research by Matthew et al (2022); Ekakoron (2017); and Costinot & Oskooee (2023) provide results that work discipline is one of the factors that significantly affects employee performance. This is different from the results of research conducted by Arisanti et al, (2019); Uleng et al (2023); Hapsari et al (2022); and Sinaga et al (2019) which showed that work discipline does not have a significant effect on employee performance. Research conducted by Aboyassin & Sultan (2018); Guan & Frenkel (2019); Kant & Maheswaran (2021) provided results that training programs significantly and positively affect employee performance. This is different from the results of research conducted by Prasetya et al (2021); Priyanto (2018); and Sinaga et al (2019) which showed that training programs did not have a significant effect on employee performance. Research by Caniago & Sudarmi (2021) and Prasetyo et al. (2018), trust has a significant effect on employee performance. This is different from the results of research conducted by Arbaan & Addury (2022); Mukri & Indrawati (2019) which showed that trust did not have a significant effect on employee performance.

This study aims to clarify the differences in findings from previous studies regarding the relationship between these variables and employee performance.

## **LITERATURE REVIEW**

### **Employee Performance**

Khoreva and Wechtler (2017) stated that employee performance is the level at which employees achieve job requirements. According to Robbins (2017:260) Performance is a result achieved by employees in their work according to certain criteria for a job. According to Sverke et al (2019) Employee performance is defined as measurable and controlled individual behavior that contributes to organizational goals. Nguyen (2020) stated that employee performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

### **Organizational Culture**

Dungers (2023) states that organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals. Robbins & Judge (2017) states that organizational culture is a norm and values



that are formed and applied by a company to influence the characteristics or behavior in leading its employees so that they can complete tasks on time and guide employees in achieving organizational goals. Schein (2015:98) states that organizational culture is a collection of inherent and unconscious beliefs and norms accepted by members that direct their behavior and provide a basis for a common understanding of their world.

### **Work Discipline**

Matthew et al (2022) stated that Discipline is basically a management action to encourage members of the organization to obey various rules and regulations that apply in an organization. According to Robbins (2015) Discipline is a management action to encourage members of the organization to meet the demands of various provisions that must be obeyed by employees. Mondy & Martocchio (2016) stated that work discipline is a tool used by leaders or organizations to change employee behavior to obey all company regulations and applicable norms. Dube & Zhu (2021) define Discipline as a procedure that corrects or punishes workers for violating regulations or procedures. According to Costinot & Bahmani-Oskooee (2023) Work discipline is defined as the implementation of management to strengthen organizational guidelines.

### **Training Program**

According to Kant & Maheswaran (2021) Training is a well-structured teaching method to adapt or build recognition/skills/approaches through education. According to Dessler (2015:323) Training is a short-term educational process that uses systematic and organized procedures where non-managerial individuals learn technical knowledge and skills for specific purposes. According to Lawrence, Chad, & Zutter (2015) Job training is an activity to improve employee performance efforts in current jobs or future positions. According to Aboyassin & Sultan (2018), Training can be defined as a systematic and planned process to increase the level of skills, abilities, knowledge, attitudes and behaviors in order to be able to do work effectively. Yimam (2022) states that Training is a continuous process to improve employee quality. Zajac, Woods, & Salas (2019) argue that training is defined as various introduction efforts to develop workforce performance in the jobs they carry out or also something related to their work.

### **Trust**

According to Colquitt et al (2019) Trust is a person's readiness to believe the actions or intentions of others positively. Robbins and Judge (2018) state that trust is a psychological state that exists when someone agrees to make themselves able to serve others because they have positive expectations about how something will change. According to McShane & Glinow (2018) Trust is a person's positive expectations of others that contain risks. Trust means risking their trust in someone or a group of people, and vice versa. According to Davis & Bryant (2010) trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will take certain actions that are important to the trustor (the individual who trusts) regardless of their ability to monitor or control the other party. Vanhala (2020) defines trust in an organization as an evaluation of the organization's trust as felt by employees, namely the belief that they will take action that benefits or at least does not harm them. According to Agarwal (2013) Trust is a general expectation held by individuals or groups that the words, promises, oral, or written statements of other individuals or groups can be relied on. Yu, Tsai, and Dai (2018) stated that organizational trust is the willingness of an organization based on culture and communication behavior in relationships and transactions, to be vulnerable to other individuals, groups, or organizations based on the belief that they are competent, honest, open, caring, reliable, and identified with the goals of norms and values.

### **Research design**

The research design uses descriptive and quantitative calculations; the variables used here are the research findings.

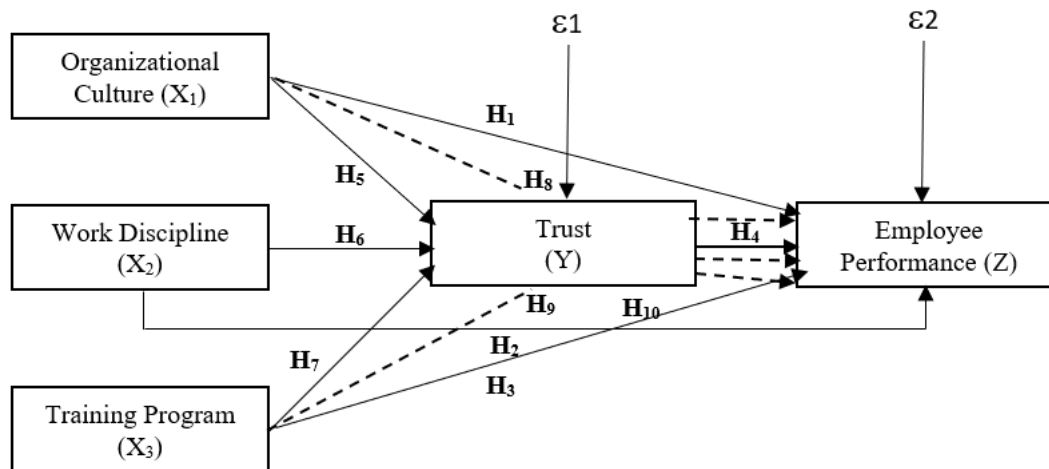


Figure 1 Thinking Framework

**METHOD**

From the research objectives, this research is descriptive, namely a study that aims to explain the characteristics of the research variables. From the type of study (type of investigation), this type of research is verification or causality (causal study), because this study wants to find the cause or causal relationship of one or more problems. The population in this study were all Civil Servants in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. The accessible population was 253 employees. The number of samples used in this study was 155 respondents. Data collection by means of questionnaires by distributing questionnaires with Google Form. Data Analysis Method with Path Analysis.

**RESULT AND DISCUSSION**

**Path Relationship Model Between Variables in Substructure-1**

Table 1. Path Coefficient Values in Substructure-1

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	40.199	5.739		7.004	0.000
Organizational Culture	0.217	0.057	0.237	3.831	0.000
Work Discipline	0.089	0.044	0.137	2.004	0.047
Training Program	0.137	0.039	0.222	3.545	0.001
Trust	0.244	0.041	0.392	5.992	0.000

a. Dependent Variable: Employee Performance

In Table 1, the path coefficient values in the standardized coefficients (Beta) column can be seen. So that the following equation is obtained:  $Z = 40.199 + 0.237X_1 + 0.137X_2 + 0.222X_3 + 0.392Y$

The interpretation of the equation is as follows:

1. The constant value of 40.199 indicates that if all independent variables, namely Organizational Culture, Work Discipline, Training Programs and Trust are considered constant, Employee Performance will remain positive.
2. The beta coefficient value for the organizational culture variable is 0.237. This means that for every one unit increase in the organizational culture variable, employee performance will increase by 0.237 with the assumption that the other independent variables in the model above are constant.

3. The beta coefficient value for the work discipline variable is 0.137. This means that for every increase in the work discipline variable by one unit, employee performance will increase by 0.137, assuming that the other independent variables in the model above are fixed.
4. The beta coefficient value for the training program variable is 0.222. This means that for every increase in the training program variable by one unit, employee performance will increase by 0.222, assuming that the other independent variables in the model above are fixed.
5. The beta coefficient value for the trust variable is 0.392. This means that for every increase in the trust variable by one unit, employee performance will increase by 0.392, assuming that the other independent variables in the model above are fixed.

Table 2. Summary of Empirical Model Results on Substructure-1

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.792 <sup>a</sup>	0.627	0.617	12.265	

a. Predictors: (Constant), Trust, Organizational Culture, Training Program, Work Discipline

Based on Table 2, it appears that the output of Adjusted R Square is 0.617. This means that 61.7% of the Employee Performance variable (Z) can be explained by the variables Organizational Culture (X1), Work Discipline (X2), Training Program (X3), and Trust (Y), so that the remaining 38.3% or 0.383 is influenced by other variables which are factors that are not in this study.

### Model of Relationships Between Variables in Substructure-2

Table 3. Path Coefficient Values in Substructure-2

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.965	11.423		1.310	0.192
	Organizational Culture	0.349	0.110	0.236	3.173	0.002
	Work Discipline	0.273	0.086	0.263	3.186	0.002
	Training Program	0.299	0.073	0.301	4.071	0.000

a. Dependent Variable: Trust

In Table 3, the path coefficient values can be seen in the standardized coefficients (Beta) column. So the following equation is obtained:  $Y = 14.965 + 0.236X1 + 0.263X2 + 0.301X3$

Interpretation of the equation is

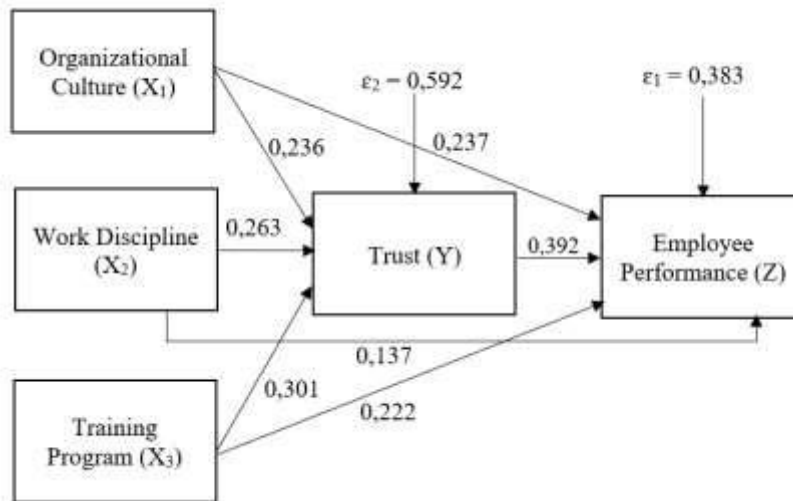
1. Constant value of 14.965, this indicates that if all independent variables, namely Organizational Culture, Work Discipline, and Training Programs are considered constant, then Trust will remain positive.
2. Beta coefficient value for the organizational culture variable is 0.236. This means that for every increase in the organizational culture variable by one unit, trust will increase by 0.236, assuming that the other independent variables in the model above are constant.
3. Beta coefficient value for the work discipline variable is 0.263. This means that for every increase in the work discipline variable by one unit, trust will increase by 0.263, assuming that the other independent variables in the model above are constant.
4. Beta coefficient value for the training program variable is 0.301. This means that for every increase in the training program variable by one unit, trust will increase by 0.301, assuming that the other independent variables in the model above are constant.

Table 4. Summary of Empirical Model Results on Substructure-2

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 <sup>a</sup>	0.420	0.408	24.549

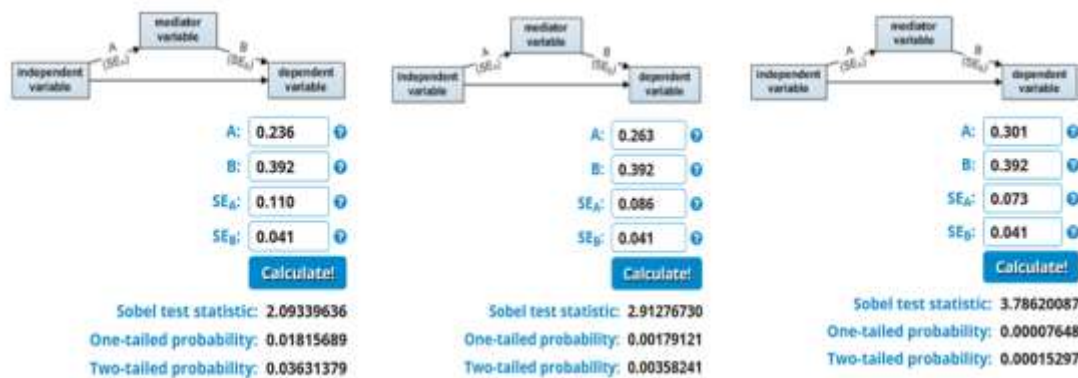
a. Predictors: (Constant), Organizational Culture, Training Program, Work Discipline  
 Based on Table 4, it appears that the Adjusted R Square output is 0.408. This means that 40.8% of the Trust variable (Y) can be explained by the Organizational Culture variable (X1), Work Discipline (X2), and Training Program (X3). So the remaining 59.2% or 0.592 is influenced by other variables which are factors that are not in this study.



**Figure 2. Overall Path Analysis**

**Indirect Influence Analysis**

The mediation value can also be known by using the Sobel test. To make it easier to calculate the mediation value of the Sobel test, researchers use an online calculator developed by Daniel Soper (<https://www.danielsoper.com/statcalc/calculator.aspx>). The mediation value of the Sobel test online calculator is as follows.



**Figure 3. Indirect Influence Between X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> on Z through Y**

The coefficient value of the indirect influence path of Organizational Culture on Employee Performance through Trust is 0.093 while the coefficient value of the direct influence path between Organizational Culture on Employee Performance is 0.237 while from the calculation of the Sobel test the mediation value of the trust variable is 2.09339636 > 1.96 with a significance level of 0.036 < 0.05. Based on these results, it can be concluded that there is a positive indirect influence of organizational culture on performance through trust. The coefficient value of the indirect influence path of Work Discipline on Employee Performance through Trust is 0.103 while the coefficient value of the direct influence path

between Work Discipline on Employee Performance is 0.137 while from the calculation of the Sobel test the mediation value of the trust variable is  $2.91276730 > 1.96$  with a significance level of  $0.00358241 < 0.05$ . Based on these results, it can be concluded that there is a positive indirect influence of work discipline on performance through trust. The coefficient value of the indirect influence path of the Training Program on Employee Performance through Trust is 0.118 while the coefficient value of the direct influence path between the Training Program on Employee Performance is 0.222 while from the calculation of the Sobel test the mediation value of the trust variable is  $3.78620087 > 1.96$  with a significance level of  $0.00015297 < 0.05$ . Based on these results, it can be concluded that there is a positive indirect influence of the training program on performance through trust.

## Discussion

### The Influence of Organizational Culture on Employee Performance

In accordance with the statistical hypothesis, there is a positive direct influence between Organizational Culture (X1) on Employee Performance (Z) using path analysis, the path coefficient value is  $p_{ZX1} = 0.237$  while the calculated t value = 3.831, while the t table at the significant level  $\alpha = 0.05$  is 1.975 and the calculated t value  $>$  t table, then  $H_0$  is rejected  $H_1$  is accepted. Thus, it can be said that there is a significant positive direct influence of Organizational Culture on Employee Performance, so that strengthening Organizational Culture is predicted to improve Employee Performance. This finding is in line with previous research conducted by Mariyanto, Entang, and Widodo Sunaryo (2019) entitled "The Relationship Between Organizational Culture and Transformational Leadership with Employee Performance (Case Study of Employees of the UPT BPPSDMP Ministry of Agriculture in Bogor)". Providing a conclusion that there is a very strong and significant relationship ( $r = 0.848$ ,  $p < 0.05$ ) between organizational culture and employee performance. The higher the level of organizational culture, the higher the employee performance is predicted to be.

### The Influence of Work Discipline on Employee Performance

In accordance with the statistical hypothesis, there is a positive direct effect between work discipline (X2) on employee performance (Z) using path analysis, the path coefficient value is obtained as  $p_{z2} = 0.137$  while the t count value = 2.004, while the t table at the significant level  $\alpha = 0.05$  is 1.975 and the t count value  $>$  t table, then  $H_0$  is rejected  $H_2$  is accepted. Thus, it can be said that there is a significant positive direct effect of Work Discipline on Employee Performance, so that strengthening Work Discipline is predicted to improve Employee Performance. This finding is in line with previous research conducted by Budiarkah, Widodo Sunaryo, and Nancy Yusnita (2023) entitled "The Effect of Work Motivation and Work Discipline on Employee Performance Through Job Satisfaction Mediation (Empirical Study on Public Companies in Drinking Water Area (Perumdham) Tjm Sukabumi Regency)". Provides a conclusion that there is a positive and significant influence ( $\text{Beta} = 0.884$ ,  $p < 0.05$ ) between work discipline and employee performance.

### The Influence of Training Programs on Employee Performance

In accordance with the statistical hypothesis, there is a positive direct influence between the training program (X3) on employee performance (Z) using path analysis, the path coefficient value is obtained as  $p_{z3} = 0.222$  while the tcount value = 3.545, while the ttable at the significant level  $\alpha = 0.05$  is 1.975 and the tcount value  $>$  ttable, then  $H_0$  is rejected  $H_3$  is accepted. Thus it can be said that there is a significant positive direct influence of the Training Program on Employee Performance, so that strengthening the Training Program is predicted to improve Employee Performance. This finding is in line with previous research conducted by Guan and Frenkel (2018: pp. 163-183) entitled "How perceptions of training impact employee performance Evidence from two Chinese manufacturing firms". It concludes that there is a strong and significant relationship ( $r = 0.761$ ,  $p < 0.05$ ) between



training and employee performance. The higher the level of job training, the higher the employee performance is predicted to be.

#### **The Influence of Trust on Employee Performance**

In accordance with the statistical hypothesis, there is a positive direct influence between Trust (Y) on Employee Performance (Z) using path analysis, the path coefficient value is obtained as  $p_{ZY} = 0.392$  while the calculated t value = 5.992, while the t table at the significant level  $\alpha = 0.05$  is 1.975 and the calculated t value  $>$  t table, then  $H_0$  is rejected  $H_4$  is accepted. Thus it can be said that there is a significant positive direct influence of Trust on Employee Performance, so that strengthening Trust is predicted to improve Employee Performance. This finding is in line with previous research conducted by Rahman et al (2021) entitled "The Effect of Organizational Trust on Employee's Performance through Organizational Commitment as a Mediating Variable (Applied Study on Mobile Phone Companies in Egypt)". It concludes that there is a strong and significant relationship ( $r = 0.997$ ,  $p < 0.05$ ) between organizational trust and employee performance. The higher the level of organizational trust, the higher the employee performance is predicted to be.

#### **The Influence of Organizational Culture on Trust**

In accordance with the statistical hypothesis, there is a positive direct influence between Organizational Culture (X1) on Trust (Y) using path analysis, the path coefficient value is obtained as  $p_{Y1} = 0.236$  while the calculated t value = 3.173, while the t table at the significant level  $\alpha = 0.05$  is 1.975 and the calculated t value  $>$  t table, then  $H_0$  is rejected  $H_5$  is accepted. Thus, it can be concluded that there is a significant positive direct influence of Organizational Culture on Trust, so that strengthening Organizational Culture is predicted to increase Trust. This finding is in line with previous research conducted by Keith Yong Ngee (2023) entitled "Effects of organizational culture, affective commitment and trust on knowledge-sharing tendency". It concludes that there is a positive and significant influence ( $\beta = 0.765$ ,  $p < 0.05$ ) between organizational culture and trust.

#### **The Influence of Work Discipline on Trust**

In accordance with the statistical hypothesis, there is a positive direct influence between Work Discipline (X2) on Trust (Y) using path analysis obtained a path coefficient value of  $p_{Y2} = 0.263$  while the tcount value = 3.186, while the ttable at a significant level of  $\alpha = 0.05$  is 1.975 and the tcount value  $>$  ttable, then  $H_0$  is rejected  $H_6$  is accepted. Thus it can be concluded that there is a significant positive direct influence of Work Discipline on Trust, so that strengthening Work Discipline is predicted to increase Trust. This finding is in line with previous research conducted by Qi & Chau (2013) entitled "Investigating the roles of interpersonal and interorganizational trust in IT outsourcing success". It provides the conclusion that there is a strong and significant relationship ( $r = 0.612$ ,  $p < 0.05$ ) between work discipline and trust.

#### **The Influence of Training Programs on Trust**

In accordance with the statistical hypothesis, there is a positive direct influence between the Training Program (X3) on Trust (Y) using path analysis, the path coefficient value is obtained as  $p_{Y3} = 0.301$  while the tcount value = 4.071, while the ttable at the significant level  $\alpha = 0.05$  is 1.975 and the tcount value  $>$  ttable, then  $H_0$  is rejected  $H_7$  is accepted. Thus it can be concluded that there is a significant positive direct influence of the Training Program on Trust, so that strengthening Work Discipline is predicted to increase Trust. This finding is in line with previous research conducted by Lee, Malik, Rosenberger and Sharma, (2020) entitled "Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing". It concludes that there is a positive and significant influence ( $CR = 0.724$ ,  $p < 0.05$ ) between training programs and employee trust.

#### **The Influence of Organizational Culture, Work Discipline and Training Programs on Employee Performance through Trust**

In accordance with the statistical hypothesis, there is a positive indirect effect between Organizational Culture (X1) on Employee Performance (Z) through Trust (Y) using the Sobel test for the significance of mediation obtained the value of  $Z_{count} > Z_{table}$  and the probability value of  $0.036 < 0.05$  then  $H_0$  is rejected  $H_8$  is accepted. Thus it can be interpreted that there is a significant positive indirect effect of organizational culture on performance through trust, so that strengthening Organizational Culture and Trust is predicted to improve Employee Performance. The results of this study are in line with previous research conducted by Suropto (2013) entitled "The Effect of Organizational Culture Attributes on Organizational Trust and Employee Performance". Providing a conclusion that based on path analysis (Indirect effect = 0.352 > Direct effect = 0.216) which means that organizational culture attributes have a positive indirect effect on employee performance through organizational trust.

In accordance with the statistical hypothesis, there is a positive indirect effect between Work Discipline (X2) on Employee Performance (Z) through Trust (Y) using the Sobel test for the significance of mediation, the calculated Z value > Ztable and the probability value of  $0.003 < 0.05$ , then  $H_0$  is rejected,  $H_8$  is accepted. Thus, it can be interpreted that there is a significant positive indirect effect of work discipline on performance through trust, so that strengthening Work Discipline and Trust is predicted to improve Employee Performance. The results of this study are in line with previous research conducted by Darmadi Research (2023) entitled "The Role of Trust in Mediating the Relationship between Work Discipline and Leadership on Employee Performance". Providing the conclusion that work discipline has a positive indirect effect on employee performance through trust (Indirect effect = 0.426 > Direct effect = 0.321).

In accordance with the statistical hypothesis, there is a positive indirect effect between the Training Program (X3) on Employee Performance (Z) through Trust (Y) using the Sobel test for the significance of mediation, the Zcount value is obtained > Ztable and the probability value is  $0.000 < 0.05$ , then  $H_0$  is rejected  $H_{10}$  is accepted. Thus, it can be interpreted that there is a significant positive indirect effect of the training program on employee performance through trust, so that strengthening the Training Program and Trust is predicted to improve Employee Performance. The results of this study are in line with previous research conducted by Sopandi (2023) entitled "The Effect of Training Programs on Employee Performance with Organizational Trust as a Mediator". Providing the conclusion that training has a positive indirect effect on employee performance through trust based on path analysis (Indirect effect = 0.274 > Direct effect = 0.183).

## CONCLUSION

Organizational Culture has a significant positive direct effect on Employee Performance. Strengthening Organizational Culture can improve the Performance of Civil Servant Employees in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. Work Discipline has a significant positive direct effect on Employee Performance. Strengthening Work Discipline can improve the Performance of Civil Servant Employees in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. Training Programs have a significant positive direct effect on Employee Performance. Strengthening Training Programs can improve the Performance of Civil Servant Employees in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. Trust has a significant positive direct effect on Employee Performance. Strengthening Trust can improve the Performance of Civil Servant Employees in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. Organizational Culture has a significant positive direct effect on Trust. Strengthening Organizational Culture can improve the Trust of Civil Servants in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. Work Discipline has a significant positive direct effect on Trust. Strengthening Work Discipline can improve the Trust of Civil Servants in Functional Positions at the Ministry of

Cooperatives and SMEs of the Republic of Indonesia. Training Program has a significant positive direct effect on Trust. Strengthening Training Program can increase the Trust of Civil Servants in Functional Positions at the Ministry of Cooperatives and SMEs of the Republic of Indonesia. Organizational Culture has a significant positive effect on Employee Performance through Trust. Work Discipline has a significant positive effect on Employee Performance through Trust. Training Program has a significant positive effect on Employee Performance through Trust.

## REFERENCES

- Aboyassin, N., & Sultan, M. A. F. (2018). The role of human resources training in improving the employee's performance: Applied study in the five stars hotels in Jordan. *International Journal of Business Administration*, 9(5), 46-56.
- Afandi, P. (2018). *Manajemen sumber daya manusia (teori, konsep dan indikator)*. Riau: Zanafa Publishing.
- Agarwal, V. (2013). Investigating the convergent validity of organizational trust. *Journal of Communication Management*, 17(1), 24-39.
- Arbaan, A., & Addury, M. M. (2022). Pengaruh trust terhadap kinerja karyawan dengan etika kerja Islam sebagai variabel moderating. *IBSE Economic Journal*, 1(1), 1-7.
- Arisanti, K. D., Santoso, A., & Wahyuni, S. (2019). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan pada PT Pegadaian (Persero) Cabang Nganjuk. *Jurnal JIMEK*, 2(1), 101-118.
- Bhuiyan, F., Baird, K., & Munir, R. (2020). The association between organisational culture, CSR practices and organisational performance in an emerging economy. *Meditari Accountancy Research*, 28(6), 977-1011.
- Budiarkah, Sunaryo, W., & Yusnita, N. (2023). The effect of work motivation and work discipline on employee performance through job satisfaction mediation (Empirical study on public companies in drinking water area (Perumdam) Tjm Sukabumi Regency). *Journal of Social Studies, Arts and Humanities (JSSAH)*, 3(1), 15-20.
- Caniago, A., & Sudarmi, W. (2021). Analisis pengaruh kepercayaan dan motivasi karyawan terhadap kinerja perusahaan. *Jurnal Lentera Bisnis*, 10(1), 1-13.
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2019). *Organizational behavior: Improving performance and commitment in the workplace*. New York: McGraw-Hill.
- Costinot, A., & Oskooee, M. B. (2023). The influence of work discipline and work spirit on medical employee performance in the women's empowerment office of population control and family planning in the city of Texas. *Medalion Journal: Medical Research, Nursing, Health and Midwife Participation*, 4(2), 41-48.
- Darmadi, D. (2023). Peran kepercayaan dalam memediasi hubungan disiplin kerja dan kepemimpinan terhadap kinerja pegawai. *Jurnal Arastirma*, 4(2), 20-30.
- Davis, D. D., & Bryant, J. L. (2010). Leader-member exchange, trust, and performance in national science foundation industry/university cooperative research centers. *Journal of Technological Transfer*, 35(2), 511-526.
- Dessler, G. (2015). *Manajemen sumber daya manusia*. Jakarta: Salemba Empat.
- Dube, S., & Zhu, C. (2021). The disciplinary effect of social media: Evidence from firms' responses to Glassdoor reviews. *Journal of Accounting Research*, 5(9), 1783-1825.
- Dungers, S. (2023). Culture meets commitment: How organizational culture influences affective commitment. *International Journal of Organization Theory & Behavior*, 26(2), 41-60.
- Edison, E. (2018). *Manajemen sumber daya manusia*. Bandung: CV. Alfabeta.
- Efendi, S., & Utama, R. Z. (2021). Analysis of the influence of organizational culture, competence, motivation, and compensation on employee performance in Jakarta Department of Spatial Planning. *Influence International Journal of Science Review*, 3(2), 1-14.
- Ekakoron, A. A. (2017). Effects of discipline management on employee performance in an organization: The case of County Education Office Human Resource Department,



- Turkana County. *International Academic Journal of Human Resource and Business Administration*, 2(3), 1-18.
- Entang, M., & Sunaryo, W. (2019). Hubungan antara budaya organisasi dan kepemimpinan transformasional dengan kinerja pegawai (Studi kasus pada pegawai UPT BPPSDMP Kementerian Pertanian di Bogor). *MAGMA*, 4(1), 1-19.
- Fredolin, D., & Janette, M. (2022). Examining the effect of organizational trust on individual work performance, employee treatment on organizational trust and work performance: Organisational trust. *Divine Word International Journal of Management and Humanities*, 1(1), 111-136.
- Gencer, G., Atay, H., Gurdogan, A., & Colakoglu, U. (2021). The relationship between organizational culture, organizational silence and job performance in hotels: The case of Kuşadası. *Journal of Hospitality and Tourism Insights*, 6(1), 70-89.
- Ghozali, I. (2016). *Aplikasi analisis multivariate dengan program IBM SPSS 23* (Edisi 8). Semarang: Badan Penerbit Universitas Diponegoro.
- Girsang, W. S. (2019). Pengaruh budaya organisasi dan komitmen terhadap kinerja karyawan RS Putri Hijau No. 17 Medan Wulan. *Jurnal Riset Manajemen dan Bisnis (JRMB) Fakultas Ekonomi Uinat*, 4(1), 119-126.
- Gorodutse, A. H., & Hilman, H. (2019). Does organizational culture matter in the relationship between trust and SMEs performance. *Management Decision*, 57(7), 1638-1658.
- Guan, X., & Frenkel, S. (2019). How perceptions of training impact employee performance: Evidence from two Chinese manufacturing firms. *Personnel Review*, 48(1), 163-183.
- Hapsari, I., Putriana, L., & Ichwani, T. (2022). Pengaruh kompetensi, disiplin kerja, dan lingkungan kerja terhadap kinerja pegawai Ditjen Ppktrans Kemendesa PDPT. *JIMP: Jurnal Ilmiah Manajemen Pancasila*, 2(2), 81–91.
- Junaedi, S., Sunaryo, W., & Notosudjono, D. (2020). The role of organizational culture and transformational leadership on work motivation in regional government employees. *International Journal of Science and Management Studies*, 3(6).
- Kant, D., & Maheswaran, C.W. (2021). Understanding the dimensions of on-the-job training and staff effectiveness: A causal modeling approach. *International Journal of Innovative Science and Research Technology*, 6(12), 990–994.
- Khoreva, V., & Wechtler, H. (2017). HR practices and employee performance: The mediating role of well-being. *Employee Relations*, 40(2), 227–243.
- Lawrence, G. J., Chad, J., & Zutter, C. (2015). *Principles of managerial finance* (14th ed.). Pearson Education.
- Lee, Y. L. A., Malik, A., Rosenberger, P. J., & Sharma, P. (2020). Demystifying the differences in the impact of training and incentives on employee performance: Mediating roles of trust and knowledge sharing. *Journal of Knowledge Management*, 24(8), 1987–2006.
- Mathis, R. L., & Jackson, J. H. (2016). *Manajemen sumber daya manusia*. Salemba Empat.
- McShane, S. L., & Glinow, M. A. (2018). *Organizational behavior*. McGraw-Hill.
- Mondy, R. W., & Martocchio, J. J. (2016). *Human resource management* (14th ed.). Pearson Education.
- Mukri, I., & Indrawati, M. (2019). Pengaruh gaya kepemimpinan dan trust terhadap kinerja karyawan pada koperasi karyawan Redrying (Kareb) Kabupaten Bojonegoro. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 2(2), 178–190.
- Ngee, K. Y. N. (2023). Effects of organizational culture, affective commitment, and trust on knowledge-sharing tendency. *Journal of Knowledge Management*, 27(4), 1140–1164.
- Nguyen, P. T. (2020). Factors that influence employee performance: Motivation, leadership, environment, culture organization, work achievement, competence, and compensation.

- Dinasti International Journal of Education Management and Social Science*, 1(4), 645–662.
- Prasetya, J. E., & Choirunnisak, M. (2021). Pengaruh pelatihan dan motivasi terhadap kinerja karyawan pada Kopiloka 3.0 Palembang. *Jurnal Ilmiah Mahasiswa Perbankan Syariah (JIMPA)*, 1(2), 145–152.
- Prasetyo, A. Y., Sularso, R. A., & Handriyono, H. (2018). Pengaruh kepercayaan pada pimpinan, mutasi dan budaya organisasi terhadap motivasi kerja dan kinerja pegawai di Badan Pendapatan Daerah Kabupaten Jember. *BISMA: Jurnal Bisnis Dan Manajemen*, 12(2), 182–190.
- Priyanto, P. (2018). Pengaruh pelatihan dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening di Grandkeisha Hotel by Horison Yogyakarta. *Jurnal Ekonomi Efektif*, 5(1), 1–32.
- Qi, C., & Chau, P. Y. K. (2013). Investigating the roles of interpersonal and interorganizational trust in IT outsourcing success. *Information Technology & People*, 26(2), 120–145.
- Rahman, W. R., & Ragab, A. (2021). The effect of organizational trust on employee performance through organizational commitment as a mediating variable. *Open Access Library Journal*, 8, 1–15.
- Rich, L. L., Hair, J., & R.J. (2018). The influence of organizational culture on how we define and pursue goals. *Journal of Organizational Effectiveness: People and Performance*, 5(3).
- Robbins, S. P., & Judge, R. A. (2017). *Organizational behaviour* (13th ed.). Salemba Empat.
- Robbins, S. P., & Judge, T. A. (2015). *Essentials of organizational behavior*. Pearson Education.
- Schein, E. H. (2015). *Organizational culture and leadership: A dynamic view* (4th ed.). Jossey-Bass.
- Sinaga, D., Felicia, R., & Pasaribu, A. (2019). Pengaruh disiplin kerja dan kompetensi terhadap kinerja karyawan PT Sinar Sosro Medan. *Jurnal Ilmiah Socio Sectrum*, 9(1), 159–167.
- Soares, Y. (2022). Analisis pengaruh dimensi budaya organisasi terhadap kinerja pegawai kantor desa di Kecamatan Kepulauan Alor. *Jurnal Mitra Manajemen (JMM Online)*, 6(3), 196–209.
- Sopandi, A. (2023). Pengaruh pelatihan terhadap kinerja pegawai dengan kepercayaan organisasi sebagai mediasi. *Amanah: Jurnal Ilmu Manajemen*, 1(2), 15–25.
- Sugiyono, E., & Rahajeng, R. (2022). Pengaruh budaya organisasi, gaya kepemimpinan dan kepuasan kerja terhadap kinerja pegawai melalui motivasi pegawai sebagai variabel intervening pada Dinas Ketahanan Pangan, Kelautan dan Pertanian Provinsi DKI Jakarta tahun 2020. *Fair Value: Jurnal Ilmiah Akuntansi dan Keuangan*, 4(7), 2691–2708.
- Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif, dan R&D*. CV. Alfabeta.
- Suripto, T. (2013). Pengaruh atribut budaya organisasi terhadap kepercayaan organisasi dan kinerja pegawai di Hotel Inna Garuda Yogyakarta. *Jurnal Ekonomi Syariah Indonesia*, 3(1), 1–20.
- Sverke, L., Hellgren, R., & Naswall, Y. (2019). A meta-analysis of job insecurity and employee performance: Testing temporal aspects, rating source, welfare regimes, and union density as moderators. *International Journal of Environmental Research and Public Health*, 16(14), 25–36.
- Ulung, U., Awaluddin, A., Achsanuddin, U.A., & Hasriwana, H. (2023). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai pada Unit Pelaksana Teknis Balai Pengujian dan Sertifikasi Mutu Barang (BPSMB). *Kompeten: Jurnal Ilmiah Ekonomi dan Bisnis*, 2(1), 420–429.
- Vanhala, M. (2020). Trust as an organizational knowledge sharing enabler – Validation of the impersonal trust scale. *VINE Journal of Information and Knowledge Management Systems*, 50(2), 349–368.



- Yao-Yao, H., & Meng-Na, Y. (2015). An empirical research on the influence of organizational trust on employee engagement. *International Conference on Management Science & Engineering*, 22.
- Yimam, M. H. (2022). Impact of training on employee performance: A case study of Bahir Dar University, Ethiopia. *Cogent Education*, 9(1), 1–18.
- Yu, M., Tsai, Y., & Dai, R. (2018). An empirical study on the organizational trust, employee-organization relationship and innovative behavior from the integrated perspective of social exchange and organizational sustainability. *Sustainability*, 10(3), 86–104.
- Zajac, H., Woods, J., & Salas, M. (2019). The role of work environment in training sustainment: A meta-analysis. *Human Factors*, 62(1), 166–183.