



The Influence of Work Discipline, Organizational Culture, and Individual Characteristics on Employee Performance – A Conceptual Analysis

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Abstract. This study aims to analyze the influence of work discipline, organizational culture, and individual characteristics on the work performance of outsourced employees at PT. Taman Wisata Candi Unit Prambanan, Yogyakarta. The research approach uses a conceptual method by constructing a theoretical framework based on the latest literature review and identifying empirical gaps regarding the performance of outsourced employees in the tourism sector. The Job Demands-Resources (JD-R) theory is used as a basis to explain the relationship between job demands, organizational resources, and individual characteristics on work outcomes. The results of the conceptual analysis show that work discipline, organizational culture, and individual characteristics have a mutually reinforcing relationship in improving performance. High work discipline has a positive effect on productivity and work effectiveness, a flexible and inclusive organizational culture can increase loyalty and work enthusiasm, while individual characteristics such as proactivity, responsibility, and adaptability play an important role in facing job demands and encouraging optimal work results. The practical contribution of this study is to provide recommendations for tourism company management to create a work environment that fosters discipline, strengthens an inclusive organizational culture, and pays attention to individual characteristics in the recruitment and human resource development processes. Theoretically, this study enriches the understanding of the application of the JD-R model in the context of outsourced workers in the tourism sector. In addition, this study opens opportunities for further empirical studies to examine the role of individual and organizational variables as mediators or moderators in influencing the performance of outsourced employees in the tourism service industry.

Keywords: Work Discipline; Organizational Culture; Individual Characteristics; Employee Performance

1 Introduction

The tourism industry is an important part of the economy that relies heavily on the skills and abilities of the people who work in it to serve visitors. PT. Taman Wisata Candi

(TWC), which is responsible for managing historic temple sites in Indonesia, particularly in the Prambanan area, faces difficulties in ensuring that the workers they recruit from outside (outsourcing) can perform their duties properly. These workers play an important role in the company's daily operations. In the tourism sector, outsourced workers help create a positive experience for tourists, but they often face problems such as uncertainty about their position within the company, a lack of commitment to the company's goals, and an inability to perform at their best. In the context of human resource management, employee performance plays a major role in the success of an organization, especially in the tourism industry. Research shows that how well employees perform their jobs is influenced by many factors, both internal and external to the company[1]. In the case of outsourced employees, the factors that affect their performance are more complex. This is due to differences in job status, salary structure, and level of loyalty to the company where they work. Many factors can influence performance, both internal and external. One of the main factors is work discipline, which is a key factor that influences how well employees perform their jobs. Research shows that good work discipline can improve employee performance in various industrial sectors[2], [3]. When someone demonstrates high work discipline, they arrive on time, obey rules, and perform their duties reliably. In the tourism sector, work discipline is very important because this job depends on the ability to provide a consistent and reliable experience for tourists. Apart from discipline, another factor that affects performance is organizational culture. Organizational culture has a major influence on employee behavior and performance. Research shows that when a company has a strong culture, it can help employees work better by building shared values, expected behaviors, and a sense of belonging to the company[4]. For employees who work through other companies, such as outsourced workers, this organizational culture can be a challenge. They need to adapt to the culture of the company where they work, but at the same time, they must also remember and maintain the culture and identity of their original company. The next factor is individual characteristics, which are internal factors that play an important role in determining how well an employee performs. According to[5], good individual traits such as responsibility, honesty, and cooperation have a positive and tangible impact on employee performance at banks. This shows that differences in personality can affect how well people are able to adapt to the needs of the company and achieve the best results. Many studies have examined how work discipline, organizational culture, and individual characteristics affect employee performance. However, most of these studies focus on permanent workers or fully integrated companies. Therefore, there has not been much research discussing how outsourced workers can play a role in the tourism industry. A recent study by[6] shows that how hotels utilize outsourced labor requires more detailed research, especially regarding its impact on service quality, customer expectations, and how outsourced staff work with permanent employees. This shows that research on the performance of outsourced workers in the tourism sector is still inadequate, so more detailed research is needed. In addition, a study by[7] shows that the implementation of High Performance Work Systems (HPWS) in the tourism sector has a positive impact on employee performance, although its effectiveness can vary depending on company conditions and employment positions. In this context, outsourced workers generally do not have full access to the mechanisms and work values that apply to permanent employees, creating performance differences that have not been widely reviewed by

previous research. Research conducted by [8] shows that work discipline positively affects employee performance. Most of this research was conducted in the context of organizations with permanent workers and also involved other variables such as motivation or salary. Research specifically exploring the role of work discipline on outsourced employees in the tourism sector is still very limited. Outsourcing working conditions, such as differences in treatment, limited access to training, and different employment status, can change the way work discipline affects performance, for example through productivity, compliance with procedures, or attendance. As a result, findings from studies involving permanent employees cannot always be applied to outsourced employees. Therefore, research is needed that explicitly examines the role of work discipline among outsourced employees in the tourism sector, including mediating mechanisms such as work productivity or job satisfaction, as well as the influence of factors such as contract type or parent organization culture, to understand when and how work discipline can truly improve performance. Recent research in this field emphasizes the importance of context and these mediating variables, but it is not yet sufficient to draw general conclusions about the population of outsourced employees in tourist destinations. Research on corporate culture and employee performance consistently shows that a solid organizational culture can increase employee morale and loyalty [9]. However, the majority of these studies were conducted in companies with uniform employment structures, not in entities that rely on outsourced labor. This condition raises questions about the extent to which the principles and rules in the main corporate culture can be properly applied to outsourced employees, especially in the tourism industry, which requires uniform service and high standards for customer satisfaction. In research conducted by [10], individual characteristics are important factors that determine how a person behaves and performs in an organization. Previous studies have shown that factors such as personality, proactivity, and *core self-evaluation* have a significant effect on employee performance in the service and hospitality sectors. However, most of these studies still focus on permanent employees and have not extensively examined the context of outsourced workers, who have different work dynamics and levels of organizational commitment. In fact, outsourced workers often face the pressure of adapting to organizational culture, differences in status, and limited access to training and managerial support, which can affect the extent to which individual characteristics contribute to their performance. This condition has created a research gap regarding how individual characteristics, such as personality and proactivity, play a role in influencing the performance of outsourced workers, especially in the tourism industry, which demands consistency and high service quality. Research [11] also confirms that individual factors such as clean leadership, career satisfaction, and job commitment are important for improving employee performance in the hospitality sector. However, this research only focuses on permanent employees and has not explored how individual characteristics work with outsourcing employment conditions, which have different contract statuses and levels of organizational commitment. Thus, the *research gap* that arises and forms the basis of this study is that research examining the simultaneous influence of work discipline, organizational culture, and individual characteristics on the performance of outsourced workers in the tourism sector is still limited. In addition, there is no empirical evidence explaining the extent to which the organizational culture of the parent company influences the performance of outsourced workers who are members of a labor service

provider company. Furthermore, there are still few studies examining the relationship between individual and organizational factors in influencing the performance of outsourced workers in the context of companies that manage cultural heritage sites, such as PT. Taman Wisata Candi Unit Prambanan. Therefore, this study aims to fill this gap and contribute empirically to the human resource management literature in the tourism sector. PT. Taman Wisata Candi Unit Prambanan, which manages a UNESCO world heritage site, has a great responsibility to ensure that tourists have an enjoyable experience. This company employs outsourced workers for various tasks, so it is important for management to understand the factors that can help these workers improve their performance. Therefore, this study plays an important role in examining how work discipline, organizational culture, and individual characteristics affect the performance of outsourced workers at PT. Taman Wisata Candi Unit Prambanan.

2 Literature Review

2.1 Job Demands-Resources (JD-R)

The Job Demands-Resources (JD-R) theory is the main theory that explains the relationship between job demands and resources available in the workplace, and how this affects employee engagement, well-being, and performance. In the JD-R 3.0 version, this theory has been further refined by emphasizing a more dynamic relationship between job demands such as workload and time pressure, and resources such as social support and a good organizational culture. JD-R is used to analyze the impact of work discipline, organizational culture, and individual characteristics. This theory assumes that the resources available in the workplace can help employees cope with existing demands, so that they remain motivated and can work effectively. In recent research by [12], developments in JD-R increasingly highlight how resources and demands in the workplace can support or hinder performance in modern organizations. The Grand Theory related to the construction of JD-R (Job Demands-Resources) is very appropriate as a theoretical basis for exploring work discipline, organizational culture, and individual characteristics that affect employee performance. The JD-R framework functions as a theoretical model that explains the interaction between job demands and job resources, influencing work engagement, well-being, and performance through mechanisms related to motivation and fatigue. Within the framework of your thesis title, the JD-R model can be used to explain how work discipline and organizational culture function as organizational resources or job demands, in addition to examining the ways in which individual characteristics can moderate or mediate these dynamics in relation to employee performance.

2.2 Employee Performance

Employee performance is the result of work done by an individual in an organization, based on certain standards or criteria that cover aspects such as quality of

work, number of tasks completed, timeliness in completing tasks, and responsibility in carrying out their work[13] . In theory, an employee's abilities not only demonstrate their technical expertise, but also show how well the individual is able to combine factors such as motivation, ability, and work atmosphere to achieve company goals[14] . According to organizational behavior theory, the way employees work reflects the extent to which their personal goals match the goals of the organization, supported by good leaders, a clear performance appraisal system, and an adaptable corporate culture[15] . Therefore, employee performance is usually the main benchmark in assessing the success of an organization, especially in service-oriented companies such as the tourism and hospitality sectors, because service quality greatly depends on how workers perform their duties[16] . Factors that influence employee performance include motivation, leadership style, organizational culture, work environment, and competence. According to research by[17] , work motivation and leadership style have a positive impact on improving employee performance. These findings are in line with research by[18] , which shows that a strong organizational culture and transformational leadership style have a significant influence on increasing work commitment and loyalty, which ultimately affects performance improvement. In addition, a comfortable work environment and support from coworkers are also important factors in reducing work stress and increasing productivity, as found by[19] . Another empirical study by[20] found that individual competence has a major influence on employee work quality because competence determines how well employees are able to complete tasks in line with organizational expectations. In addition to the main factors discussed by , there are several mediating variables such as job satisfaction, work discipline, and innovative behavior that also play a role in strengthening the relationship between organizational variables and employee performance. In a study conducted by[21] , work discipline was found to mediate the influence of training and organizational culture on improving employee performance. On the other hand, a positive organizational culture can encourage innovative behavior, which ultimately has a positive impact on improving individual performance[22] . The performance management system (PMS) also plays an important role because it provides direction, feedback, and opportunities for self-development for employees[23] . With an effective PMS, organizations can increase work engagement and ultimately improve employee performance. These findings are supported by international research conducted by[24] , which shows that work engagement acts as a mediator between leadership style and employee performance in the context of service organizations. Based on this research, it can be concluded that employee performance is not only influenced by one factor, but comes from the cooperation of several factors such as the individual, the organization, and the circumstances. Using a broader approach, such as motivating, leading well, implementing a positive work culture, maintaining discipline, and a clear work appraisal system, will lead to better, more creative, and more loyal employee performance. Therefore, companies must create a work environment that fosters employee confidence and capabilities (psychological empowerment), strengthen career development systems, and encourage teamwork so that work results can continue to grow[16] ,[19] . This research emphasizes the importance of managing employees in a way that balances employee welfare and the achievement of company goals in order to achieve the best and most competitive work results amid global competition.

2.3. Work Discipline

Work discipline is important in managing employees, helping to maintain order, compliance, and a sense of responsibility towards the rules and norms within the company. According to [25], work discipline is a person's awareness and willingness to obey all applicable organizational rules and social norms. Employees with high work discipline tend to show compliance with work schedules and company rules, as well as commitment to achieving organizational goals. Work discipline not only demonstrates compliance, but also reflects a sense of responsibility, work ethic, and trust in the company. For this reason, work discipline is one way to assess how well employees perform and how effectively an organization runs. Work discipline is very important and influences how employees work in various workplaces, as shown by several research studies. At PT ESS JAY Studios, work discipline includes time management, following rules properly, and taking responsibility. This has a significant impact on employee performance, as it makes work more efficient and the work environment more comfortable [26]. Work discipline is measured by punctuality in attending work and complying with work standards. If someone does not comply with these rules, there will be consequences, thereby increasing the impact on work results [25]. The content creation field also benefits from improving work discipline, as this is very important for achieving company goals [27]. In the public sector, such as the Malang Regency Regional Representative Council, work discipline that includes time management and responsibility is very important for improving efficiency, although there are still challenges such as absenteeism [28]. Furthermore, the findings from this study support the view that work discipline plays an important role in improving work productivity and effectiveness. At PT WKB, the lack of work discipline is evident in employee tardiness and absenteeism, which negatively impact work results, thus demonstrating the need for strict work discipline [25]. Further research at the Samarinda City Manpower Office found a strong relationship between work discipline and employee performance, further reinforcing the need for consistent disciplinary policies and training programs to improve work effectiveness [29]. Overall, these studies highlight the importance of work discipline in improving employee performance in various sectors and work environments. Thus, it can be concluded that work discipline is not only a matter of obeying rules, but also a strategic tool that can increase efficiency, responsibility, and work enthusiasm within an organization. To implement discipline effectively, a combination of clear policies, examples from leaders, and a fair reward and punishment system is needed. This is in line with motivation and organizational behavior theories, which emphasize that a disciplined attitude arises from an individual's awareness and drive to achieve common goals. In the context of this study, work discipline is considered an important factor that directly impacts the performance of outsourced employees at PT. Taman Wisata Candi Unit Prambanan, where the implementation of discipline is key to creating a productive, efficient, and ethical work environment.

2.4 Organizational Culture

Organizational culture is a set of values, beliefs, and rules created and used within an organization as guidelines for how employees work. This culture reflects how

members of the organization interact with each other, make decisions, and respond to changes in the workplace. According to [30], organizational culture arises from basic assumptions that evolve over time and are considered true by all members of the organization. In service companies such as PT. Taman Wisata Candi (TWC), organizational culture plays an important role in shaping work attitudes and the way employees interact with each other, especially for employees who are hired on an outsourcing basis and must adapt to the systems and values of the parent organization. A strong culture is able to align personal goals with company goals, thereby increasing employee performance and loyalty [31]. A good organizational culture can be a way to indirectly regulate employee behavior without having to constantly supervise them. This means that values such as cooperation, responsibility, integrity, and innovation can guide employees to behave in accordance with the company's expectations. Research by [32] shows that a strong organizational culture has a major impact on improving employee performance because it can create a comfortable working atmosphere, a sense of belonging, and enthusiasm to work independently and deliver the best results. At PT. Taman Wisata Candi, the implementation of a work culture that emphasizes service, discipline, and teamwork is very important, especially for outsourced employees who usually interact directly with visitors and tourists. In addition, organizational culture acts as an adaptive tool for employees in dealing with changes in the work environment and dynamics within the company. A flexible culture that encourages innovation helps employees adapt to emerging challenges and improves teamwork skills. According to research [33], an adaptive organizational culture that is open to change has a positive impact on improving employee performance and job satisfaction. Thus, it can be concluded that organizational culture plays an important role in improving the performance of outsourced employees at PT. Taman Wisata Candi, particularly through the formation of good work values, increased employee loyalty, and the adjustment of individual behavior in accordance with organizational standards.

2.5 Individual Characteristics

Individual characteristics are a collection of traits, personality, values, abilities, and experiences inherent in a person, which make them different from others. These characteristics influence how a person thinks, feels, and acts in the workplace. According to [10], individual characteristics include psychological aspects such as personality, attitude, personal values, and the ability to interact with others. These aspects have a direct impact on a person's behavior and work performance, especially in the service and hospitality sectors. In an organizational context, these characteristics determine how a person responds to job demands, adapts to the corporate culture, and contributes to achieving organizational goals. Furthermore, [11] explains that a person's personal traits play an important role in shaping their attitude toward work engagement, career satisfaction, and leadership ethics. People who have a proactive personality, a high sense of responsibility, and good leadership ethics tend to perform better because they can align their actions with company values and have the internal motivation to complete their work. This shows that personal factors are not only innate but also the result of interactions between work experience and the corporate environment. According to [33], individual characteristics can be shaped by work experience and the

influence of a good corporate environment. Traits such as perseverance, honesty, and adaptability are very important for employees to be able to cope with changes in the workplace, especially in service organizations that require the best service. In addition,[20] emphasizes that individual traits, such as ability and emotional intelligence, play an important role in determining work quality, as both indicate the extent to which a person is prepared to cope with pressure and work together in a team. In the context of outsourced workers such as those at PT. Taman Wisata Candi Unit Prambanan, individual characteristics are a very important factor. This is because outsourced workers often face challenges in adjusting to a company culture and work system that is different from that of permanent employees. Therefore, proactivity, responsibility, and communication skills are important aspects that determine the extent to which they can adapt and perform their duties well. This is in line with the opinion[10] that in the field of tourism, individual characteristics greatly determine the success of service because this job requires empathy, thoroughness, and the ability to manage emotions in a stable manner. Thus, it can be concluded that individual characteristics are a collection of traits, values, and abilities that influence the way they behave and work within an organization. These characteristics serve as the psychological basis that shapes how a person works, connects organizational factors with work outcomes, and is crucial in determining how well a person fits into their work environment, which ultimately affects their performance improvement.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [34] . According to [35], a conceptual review helps identify research gaps and formulate a framework for future empirical studies. Relevant literature is integrated to align with the research objectives, enabling a comprehensive understanding of the relationships between key concepts. The result of this approach is a conceptual framework that can be empirically tested in future research. This framework aims to answer several key questions: (1) Does the work discipline environment have a positive effect on employee performance? (2) Does organizational culture affect employee performance? (3) Do individual characteristics affect employee performance?

4. Results & Discussion

4.1 The Effect of Work Discipline on Employee Performance

Work discipline is an important factor that influences performance improvement because it reflects a person's level of compliance, responsibility, and professional attitude in carrying out tasks. Employees with good work discipline will arrive on time, follow the rules, and carry out their work according to the specified procedures. Research by[8] shows that work discipline has a positive and significant impact on employee performance in various fields because it can increase work efficiency and productivity. Meanwhile, research by[25] found that punctuality and a sense of responsibility at work directly improve work results in service companies.[21] also

adds that work discipline can strengthen the relationship between training and motivation for improving employee performance. However, research by [28] found that although work discipline is important, in some public organizations its influence on performance is not significant due to external factors such as political pressure and low intrinsic motivation.

4.2 The Influence of Organizational Culture on Employee Performance

A strong organizational culture provides guidelines for employee behavior, makes them feel a sense of belonging, and shapes shared values that strengthen commitment to work. A conducive work environment can also create a positive atmosphere, thereby improving work results. Research by [32] shows that a strong organizational culture improves performance through teamwork and focus on results. This is also supported by [9], which found that organizational culture has a significant impact on performance because it helps employees adapt and increases their loyalty to the company. Meanwhile, [4] explains that organizational culture can improve work discipline, which ultimately leads to increased performance. However, different findings are presented by [30], which found that organizational culture does not always have a beneficial effect on performance when organizational values are not aligned with the local context or workforce characteristics; as a result, this misalignment can trigger resistance and reduce productivity.

4.3 The Influence of Individual Characteristics on Employee Performance

An individual's characteristics include personality, abilities, values, and work experience that distinguish one person from another. Employees who have positive characteristics such as being active, responsible, and having good intellectual abilities tend to show better work results. Research by [10] shows that individual characteristics have a positive effect on service outcomes and performance in the hospitality industry. The study [36] found that individual characteristics, especially work values and motivation, have a significant influence on employee performance through job satisfaction. Meanwhile, research by [37] found that individual characteristics have a positive and significant effect on the performance of millennial employees. However, research by [38] shows that individual characteristics do not directly affect performance when variables such as job satisfaction become mediators.

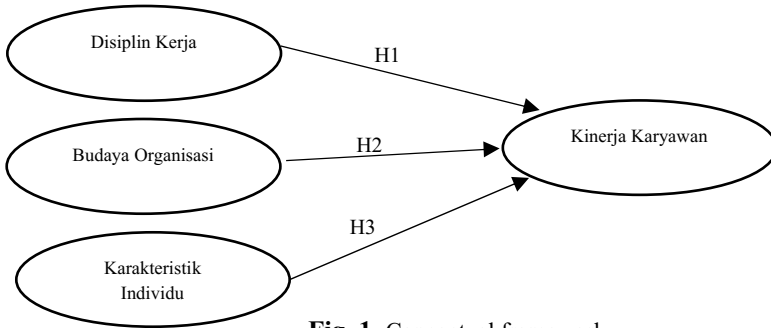


Fig. 1. Conceptual framework

This research conceptual framework illustrates the relationship between several variables, namely work discipline, organizational culture, and individual characteristics, on employee performance. These three variables are considered to have a positive impact on employee performance. Work discipline is an important factor that influences how work is done effectively and efficiently. Disciplined employees are more punctual, responsible, and comply with company regulations. This helps improve work results and productivity, so work discipline is expected to have a positive effect on employee performance (H1). In addition, organizational culture also greatly influences the formation of values, rules, and work methods that serve as a reference for all members. A strong organizational culture can make employees feel a sense of belonging, more loyal, and more motivated. Thus, the better the organizational culture implemented, the better the work results produced by employees (H2). Furthermore, individual characteristics include the personal traits, abilities, values, and attitudes of each employee. These factors influence how a person interacts, adapts, and completes the work assigned. Individuals with positive characteristics such as responsibility, resilience, and high work ethic usually have better work performance than those who lack these traits. Therefore, individual characteristics are likely to positively influence employee performance (H3). In general, Figure 1 shows that the variables of work discipline, organizational culture, and individual characteristics influence employee performance. With this framework, the study aims to determine the extent to which these three factors contribute to performance.

5 Conclusion

Based on the results of conceptual analysis in an article entitled "The Influence of Work Discipline, Organizational Culture, and Individual Characteristics on Employee Performance," it can be concluded that these three variables play an important and interrelated role in improving employee performance, especially for outsourced employees in the tourism sector such as PT. Taman Wisata Candi Unit Prambanan. Work discipline has been proven to be a major factor affecting productivity and work effectiveness because it reflects the obedience, responsibility, and

professionalism of employees in carrying out their duties in accordance with company rules and procedures. Meanwhile, organizational culture serves as the basis for values and norms that shape employee behavior, loyalty, and work ethic. A strong, flexible organizational culture that is in line with employee values can create a positive work atmosphere and increase a sense of belonging to the company. However, if organizational values do not match the personalities of employees, resistance may arise, potentially reducing performance. In addition, individual characteristics such as personality, attitude of responsibility, adaptability, and work ethic also influence the extent to which a person can adapt to the demands of the job and organizational culture. Individuals with positive characteristics tend to show better work results, especially in service industries that require high-quality service. Thus, this study confirms that improving the performance of outsourced employees cannot be separated from the synergy between work discipline, organizational culture, and individual characteristics. Companies need to build an inclusive work culture, enforce discipline consistently, and pay attention to individual characteristics in the recruitment and employee development process in order to create a highly competitive and high-performing workforce.

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