

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK DISCIPLINE, AND TEAM WORK ON WORK EFFECTIVENESS OF ASN EMPLOYEES OF THE PUBLIC WORKS AND SPATIAL PLANNING SERVICE OF MAGETAN REGENCY

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Abstract

*This study aims to determine and analyze the influence of organizational culture, work discipline, and teamwork on the work effectiveness of State Civil Apparatus (ASN) employees at the Public Works and Spatial Planning Agency of Magetan Regency. The work effectiveness of ASN employees at the Public Works and Spatial Planning Agency of Magetan Regency is not yet fully optimal. Although employees are able to complete tasks, work execution is not optimal due to differences in discipline, understanding of work objectives, and coordination. This results in work results not being fully aligned with organizational goals. This study is a quantitative study with a sample of 131 respondents. The sampling technique used a purposive sampling method with questionnaires. Data analysis was performed using the SPSS. The results of the study indicate that Organizational Culture has a significant effect on work effectiveness, Work Discipline has a significant effect on work effectiveness, Teamwork has a significant effect on effectiveness. **Keywords:** Organizational Culture, Work Discipline, Teamwork, Work Effectiveness, ASN Employees*

A. INTRODUCTION

Human Resources (HR) are a strategic resource that holds a unique position compared to other resources within an organization. HR exists not only as operational implementers but also as the primary driver in realizing the organization's vision, mission, and strategy. Quality HR possesses leadership skills, professional expertise, and the capacity to mobilize other resources to implement strategies and drive organizational change (Anna *et al.*, 2023). Work effectiveness is greatly influenced by the quality of human resources. Employees with high levels of ability, skill, creativity, initiative, thoroughness, and responsibility will increase work effectiveness and

efficiency, thereby helping the agency achieve its goals. Conversely, if these aspects are low, work effectiveness will decline (Sude & Asi, 2021).

The Public Works and Spatial Planning (PUPR) Department of Magetan Regency plays a crucial role in supporting regional development through sustainable infrastructure management and spatial planning. This department assists the Regent in administering government affairs in the areas of public works and spatial planning, while also carrying out assistance tasks from the central and provincial governments. While work effectiveness remains relatively good overall, it is not yet fully optimal and equitable across all employees. This is evident from the pre-survey results, which showed that the majority of civil servants (ASN) feel capable of completing tasks according to targets and deadlines, and assess their work as contributing to the goals of their work units. This indicates that overall work effectiveness has been established.

The phenomenon of Organizational Culture that occurs in the Public Works and Spatial Planning Department is the lack of cooperation between fields and between employees which still tends to be sectoral, so that coordination and communication in completing cross-functional work is not yet fully effective. A weak organizational culture can cause various problems in the organization, such as low employee morale, lack of coordination within the team, and increased job dissatisfaction (Wulandari *et al.*, 2025). According to Crefioza & Tasnim (2025) in their research, they explain that organizational culture has a significant positive influence on work effectiveness. On the other hand, research conducted by Dharma *et al.* (2025) explains that organizational culture does not always influence work effectiveness.

Another factor that influences work effectiveness is work discipline. Failure to complete tasks on time can lead to delays in program implementation, hamper coordination between departments, and reduce the efficiency of resource use. Work discipline is the attitude or behavior of someone who carries out everything on time and complies with the company regulations where they work (Desiyani *et al.*, 2025). According to Suwandi (2023), his research explains that work discipline has a positive and significant effect on work effectiveness. Conversely, research by Irsan *et al.* (2024) found that work discipline does not always influence work effectiveness.

In addition to organizational culture and work discipline, teamwork is also used as a benchmark for work effectiveness. Ineffective communication can potentially lead to misunderstandings, duplication of work, or delays in decision-making. A lack of involvement from some team members also indicates that a spirit of cooperation and a sense of shared responsibility have not yet been fully established. Teamwork is a crucial element in an organization, serving to increase productivity and effectiveness in achieving shared goals (Sipahutar *et al.*, 2025). According to Paat *et al.* (2023), teamwork also has a positive and significant impact on work effectiveness. Conversely, research by Aprilia *et al.* (2025) found that teamwork does not always have a positive and significant impact on work effectiveness.

The explanation outlined shows various considerations from previous research and factors that may or may not influence the Y variable in this study, namely work effectiveness. Therefore, the researcher wants to further explore and understand the impact of organizational culture, work discipline, and teamwork on work effectiveness in the agency. Based on the phenomena that have been explained, this study aims to empirically test the influence of organizational culture, work discipline, and teamwork in the Public Works and Spatial Planning Office of Magetan Regency.

Literature Review

Human Resource Management

According to Ainiyah *et al.* (2025), Human Resource Management (HRM) plays a crucial role in improving organizational productivity. Amidst globalization and increasingly fierce competition, organizational success relies heavily on the ability of human resources to adapt to change and achieve goals. Meanwhile, according to Sobari & Tussoleha (2025), human resources are one of the most important assets in an organization, as the abilities, skills, and knowledge possessed by employees can directly impact performance.

Organizational Culture

Organizational culture is a set of values, norms, and mindsets held by members, which influence their work methods and behavior (Apriliani & Rachman, 2021). Meanwhile, according

to Firman & Dirwan (2024), a strong culture can boost organizational performance by creating goal alignment between individuals and the organization.

Work Discipline

Discipline is a person's behavior in complying with work regulations and procedures as determined by the organization, both written and unwritten (Hidayat & Perkasa, 2024). Meanwhile, according to Prianto et al., (2024), work discipline is an attitude of respecting, adhering to, and complying with all regulations established by the company.

Team Work

Teamwork is crucial for achieving work success, providing energy and synergy for team members (Romadani *et al.*, 2024). Meanwhile, according to Rheina Oktiviani et al., (2024), teamwork is essential for developing a company to become even better. Companies and organizations must have strong and solid teamwork to develop their vision and mission.

Work Effectiveness

According to Aulia & Sari (2023), work effectiveness is the ability to set clear goals and complete work within the specified timeframe. Meanwhile, according to Irawati Nur (2021), effectiveness not only impacts performance but also relates to methods, methods, and facilities. If a project successfully achieves its goals, the organization can be said to be operating effectively.

B. METHOD

The quantitative method used in this study was to distribute questionnaires as a data collection technique. In this study, the researcher used a saturated sample. a saturated sample is often defined as a sample that has reached its maximum size, where the entire population will be used as a sample (Sugiyono, 2023). The questionnaire was used to collect data on organizational culture, work discipline, teamwork, and work effectiveness, compiled based on questions related to the variables studied. The instruments distributed to respondents were calculated using a Likert scale, and data analysis was carried out quantitatively using SPSS version 25 software.

C. RESULTS AND DISCUSSIONS

Research Data Description

Normality Test

According to Ghozali (2023), one way to determine whether data is normally distributed is through the Kolmogorov-Smirnov statistical test. The stipulation in this normality test is that if the probability value is greater than 0.05, the hypothesis is accepted because the data obtained supports the assumption of a normal distribution. Conversely, if the probability value is less than 0.05, the hypothesis is rejected because the data is not normally distributed.

Table 1. Normality Test Results Table

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		131
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.78145704
Most Extreme Differences	Absolute	.038
	Positive	.036
	Negative	-.038
Test Statistic		.038
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed data (2025)

Based on the results of the normality test, it can be seen that the four variables studied, namely organizational culture, work discipline, teamwork, and work effectiveness, have an Asymp. Sig. (2-tailed) value of $0.200 > 0.05$ so that the four variables in this study are normally distributed.

Multiple Linear Regression Analysis

According to Ghozali (2023), multiple linear regression is an analysis method to determine the influence of two or more independent variables on one dependent variable.

Table 2. Multiple Linear Regression Analysis

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	5.251	1.580		3.324	.001
Budaya Organisasi	.321	.057	.489	5.595	.000
Disiplin Kerja	.340	.114	.238	2.989	.003
Team Work	.280	.115	.189	2.432	.016

a. Dependent Variable: Efektivitas Kerja

Source: Processed data (2025)

Based on the results of the multiple linear regression test, the multiple linear regression equation can be formulated as follows:

$$Y = 5.251 + 0.321 X_1 + 0.340 X_2 + 0.280 X_3$$

The regression equation obtained explains the direction and magnitude of the influence of each independent variable on the dependent variable, as follows:

1. The constant value (a) of 5.251 shows that if the variables X_1 , X_2 , X_3 have a value of 0 or are constant, then the value of the variable Y is 5.251.
2. The regression coefficient of X_1 of 0.321 indicates that for every one unit increase in variable X_1 , variable Y will increase by 0.321, assuming that variables X_2 and X_3 remain constant.
3. The regression coefficient of X_2 of 0.340 indicates that for every one unit increase in variable X_2 , variable Y will increase by 0.340, assuming that variables X_1 and X_3 remain constant.
4. The regression coefficient of X_3 of 0.280 indicates that for every one unit increase in variable X_3 , variable Y will increase by 0.280, assuming that variables X_1 and X_2 remain constant.

t-test

According to Ghozali (2023), the t-test is a statistical test for regression coefficients where only one regression coefficient affects the dependent variable (Y). The following are the results of the t-test.

Table 3. t-test results

Model	Coefficients ^a			t	Sig.
	Unstandardized	Standardized			
	Coefficients	Coefficients			
	Std.				
B	Error	Beta			
1 (Constant)	5.251	1.580		3.324	.001
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a. Dependent Variable: Efektivitas Kerja

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Source: Processed data (2025)

Based on the results of the t-test using the SPSS program, the following results were obtained:

1. The results of the partial test show that the significance value of X_1 is $0.000 < 0.05$, so the hypothesis is accepted and it is concluded that X_1 has a significant influence on Y.
2. The results of the partial test show that the significance value of X_2 is $0.003 < 0.05$, so the hypothesis is accepted and it is concluded that X_2 has a significant influence on Y.
3. The results of the partial test show that the significance value of X_3 is $0.016 < 0.05$, so the hypothesis is accepted and it is concluded that X_3 has a significant influence on Y.

Coefficient of Determination Test

The coefficient of determination (R^2) is used to determine the contribution of independent variables in explaining the dependent variable. The coefficient of determination value is between zero and one. As the R^2 value approaches 1, the independent variables provide almost all the information needed to predict the dependent variable. Conversely, as the R^2 value approaches 0,

the independent variables' ability to explain variation in the dependent variable becomes increasingly limited. The following are the results of the coefficient of determination (R²) test, which can be seen in the table below:

Table 3. t-test results

Model Summary				
Model	R	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.853 ^a	.728	.722	1.802

a. Predictors: (Constant), Team Work, Disiplin Kerja, Budaya Organisasi

Source: Processed data (2025)

Based on the table above, the results of the coefficient of determination (R²) test are 0.728 or 72.8%, which means that Y can be explained by variables X₁, X₂, X₃, while the rest is influenced by other variables.

D. CONCLUSIONS

Based on the research hypothesis testing that has been conducted, it can be concluded from this research that (1) Organizational culture has a positive and significant effect on the work effectiveness of ASN employees of the Public Works and Spatial Planning Service of Magetan Regency. (2) Work discipline has a positive and significant effect on the work effectiveness of ASN employees of the Public Works and Spatial Planning Service of Magetan Regency. (3) Teamwork has a positive and significant effect on the work effectiveness of ASN employees of the Public Works and Spatial Planning Service of Magetan Regency.

E. SUGGESTIONS

1. For ASN Employees of the Public Works and Spatial Planning Service of Magetan Regency

The Public Works and Spatial Planning Agency of Magetan Regency needs to strengthen organizational culture, improve work discipline, and optimize teamwork through the implementation of professionalism values, consistent supervision, and increased communication and coordination between employees so that the effectiveness of organizational work increases.

2. For Future Researchers

Further researchers are advised to expand the research object and add other variables that could potentially influence work effectiveness so that the research results have broader generalizability.

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