

***THE INFLUENCE OF DISCIPLINE AND ORGANIZATIONAL CULTURE ON
EMPLOYEE PERFORMANCE AT PT. BANYU TATA UDARA WITH
MOTIVATION AS A MEDIATING VARIABLE***

**PENGARUH DISIPLIN DAN BUDAYA ORGANISASI TERHADAP KINERJA
KARYAWAN PADA PT. BANYU TATA UDARA DENGAN MOTIVASI SEBAGAI
VARIABEL MEDIASI**

Rahmat Nugroho Feri¹, Cecep Haryoto²

Universitas Muhammadiyah Jakarta^{1,2}

rahmatnugroho.feri@gmail.com¹, cecep.haryoto1@gmail.com²

ABSTRACT

The impact of organizational culture and discipline on employee performance at PT. Banyu Tata Udara is investigated in this study using motivation as a mediating variable. Data was collected through questionnaires completed by 160 employees, and Smart PLS's Structural Equation Modeling (SEM) tool was used to quantitatively assess the results. The results of the study show that corporate culture and discipline have a positive and significant impact on motivation, with values of 0.370 and 0.523, respectively. Employee performance is positively impacted by organizational culture and discipline as well, with correlations of 0.228 and 0.269, respectively. With a value of 0.471, employee performance is positively impacted by motivation. Additionally, with values of 0.428 and 0.472, respectively, discipline and organizational culture have an impact on employee performance through motivation.

Keywords: Discipline, Organizational Culture, Employee Performance, Motivation

ABSTRAK

Pengaruh budaya organisasi dan disiplin kerja terhadap kinerja karyawan di PT. Banyu Tata Udara diselidiki dalam penelitian ini dengan menggunakan motivasi sebagai variabel mediasi. Data dikumpulkan melalui kuesioner yang diisi oleh 160 karyawan, dan alat Structural Equation Modeling (SEM) Smart PLS digunakan untuk menilai hasilnya secara kuantitatif. Hasil penelitian menunjukkan bahwa budaya perusahaan dan disiplin kerja memiliki dampak positif dan signifikan terhadap motivasi, dengan nilai masing-masing sebesar 0,370 dan 0,523. Kinerja karyawan dipengaruhi secara positif oleh budaya organisasi dan disiplin, dengan korelasi masing-masing sebesar 0,228 dan 0,269. Dengan nilai 0,471, kinerja karyawan dipengaruhi secara positif oleh motivasi. Selain itu, dengan nilai 0,428 dan 0,472, disiplin dan budaya organisasi berdampak pada kinerja karyawan melalui motivasi.

Kata Kunci: Disiplin, Budaya Organisasi, Kinerja Karyawan, Motivasi

INTRODUCTION

Human Resources (HR) are important assets in an organization, because their abilities affect the performance and success of the organization. Therefore, good HR management is very important to improve employee performance and achieve organizational goals. Quality HR can make a significant contribution to organizational growth, so it is necessary to focus on developing employee competencies, skills, and knowledge through appropriate training. In addition, creating a work environment that supports creativity, innovation, and

collaboration is also very important to optimize HR potential in achieving common goals.

To ensure effective HR management, organizations need to establish clear policies and procedures for recruitment, performance appraisals, and fair rewards and recognition. Providing constructive feedback and opportunities for ongoing career development are also crucial elements in increasing employee satisfaction and loyalty. Thus, good HR management will contribute to increasing productivity, efficiency, and overall organizational performance. PT. Banyu Tata Udara (PT.

BATARA) is a private company engaged in the procurement of goods. PT. Banyu Tata Udara is led by a Director. PT. Banyu Tata Udara is one of Panasonic's distributors that sells all electronic needs for households, offices and industries. PT. Banyu Tata Udara is trying to improve its performance.

Performance is the result achieved by an individual in carrying out tasks, both in quality and quantity, which includes skills, experience, and sincerity in accordance with the authority and responsibility shared. Good performance is reflected in results that are in accordance with organizational standards. Without clear goals and objectives, measuring individual/organizational performance becomes meaningless. Based on initial observations, the performance of PT. Banyu Tata Udara employees is still low. Research by Rachmawati & Wiyono (2025) and Jatiningrum et al. (2024) shows that good performance is crucial for the company, because it contributes to the achievement of short-term goals and supports the sustainability and development of the company in the long term.

Low employee motivation is assumed to be the cause of decreased performance. Motivation is the internal and external force that propels people to finish activities and reach their objectives. Employee motivation is essential for improving performance in the workplace since motivated workers are more energized and effective. Employees that lack motivation may be less inclined to perform at their best, which can directly affect performance. Initial observations indicate that PT. Banyu Tata Udara's employee work motivation is still low because of the company's unclear goals, lack of recognition for accomplishments, and limited prospects for career

advancement. According to research by Zainuri (2021), employee performance is positively impacted by job motivation, with performance rising as motivation rises.

Work discipline is another factor that is believed to have an impact on the fall in employee performance. Because it shows adherence to company policies, guidelines, and standards, work discipline is essential. Employees that are disciplined may do work on schedule, in accordance with protocols, and to the required standard of quality. Initial observations show that employee work discipline is still below ideal because of a lack of accountability, poor timeliness, and a lack of understanding of requirements. High discipline has a favorable effect on employee performance, according to research by Nurjaya (2021), since it facilitates the accomplishment of work standards and corporate goals.

Organizational culture is believed to have an impact on diminishing employee performance in addition to motivation and discipline. Values, customs, and behaviors that are accepted and absorbed by members make up an organization's culture, which is reflected in how people think and behave in day-to-day interactions. While a poor company culture might impede productivity, a great culture can inspire workers to perform better. Initial observations indicate that PT. Banyu Tata Udara's organizational culture has to be enhanced, particularly with regard to team communication, the application of corporate principles, and employee involvement in decision-making. A strong and pleasant corporate culture may boost dedication to company goals, cooperation, and production, according to research by Asri & Eka (2025).

LITERATURE REVIEW

According to Gary Dessler (2023), employee performance includes work results that are directly related to organizational goals and the employee's ability to complete tasks according to specified standards. S. P. Robbins & Judge (2022) define performance as employee achievement in their work based on certain criteria standards. According to Afandi (2018), performance is the output of employees' or groups' labor that complies with the authority and duty to accomplish organizational objectives in a morally and legally responsible manner. According to M. Kaswan (2019), workplace behavior involving knowledge, skills, and competences that support organizational objectives is reflected in employee performance. Employee performance is evaluated based on quality, quantity, working hours, and collaboration in accomplishing company objectives, according to Edy Sutrisno (2019). Performance is defined by Anwar Prabu Mangkunegara (2017) as the qualitative and quantitative outcomes of employee labor that are attained in accordance with shared responsibilities.

Armstrong & Taylor (2023) define work motivation as a process that affects people's level of effort, focus, and intensity in order to accomplish organizational goals. According to C. Robbins (2018), motivation is a process that characterizes a person's strength, direction, and perseverance in an attempt to accomplish his objectives. According to Sedarmayanti (2018), motivation is the force that propels people to act or not, and it is influenced by both good and negative internal and external factors as well as the leader's level of toughness. According to Afandi (2018), motivation is an internal drive that emerges when someone is inspired and motivated to perform tasks in a true, joyful, and

earnest manner in order to produce high-quality outcomes. "Work motivation is everything that comes from within an individual that arouses passion and desire to influence and direct behavior in order to achieve goals that are relevant to work," according to Maruli Tua Sitorus (2020).

According to (Robbins & Judge, 2022) work discipline is a level of obedience to the regulations that have been determined in the organization (Edy Sutrisno, 2019) states that work discipline is an action / behavior that shows individual discipline in carrying out tasks according to the standards determined by the organization. Work discipline is a crucial element in creating an orderly work environment, increasing efficiency, and encouraging the achievement of common goals in the organization. (Sedarmayanti, 2018) explains that work discipline is closely related to individual awareness and responsibility for their work. This discipline is not only related to compliance with time and regulations, but also includes how to behave in accordance with the culture and ethics that apply in the organization (Hasibuan, 2017) emphasizes that work discipline is a form of self-control from individuals to carry out work tasks on time, regularly, and in accordance with applicable provisions. High work discipline will contribute to improving organizational performance.

Edgar H. Schein and Peter Schein (2017) define organizational culture as a set of fundamental presumptions that a group has established to deal with both internal and external difficulties. According to C. Robbins (2018), organizational culture is a shared system of meaning among members that sets the company apart from others and affects how people strive to accomplish objectives. Organizational culture,

according to Sedarmayanti (2018), is the set of values, customs, and beliefs that set a company apart and shape employee conduct. According to Edy Sutrisno (2019), organizational culture is made up of the principles that guide human resources in their work and foster a positive, productive work environment.

RESEARCH METHODS

Four variables discipline (X1), organizational culture (X2), motivation (Z) as a mediating variable, and employee performance (Y) as a dependent variable are analyzed in this study using an associative technique. The tool used to gather the data is a questionnaire with a Likert scale, which, according to Sugiyono (2023), assigns a score to each response within a

predetermined range in order to gauge people's attitudes, views, and perceptions of social phenomena. 200 workers of PT. Banyu Tata Udara made up the population under study. In compliance with Hair et al. (2019), a sample of 160 respondents was drawn using the Probability Sampling approach in conjunction with the Simple Random Sampling method. To best estimate and comprehend the connection between variables, the data was examined using the Structural Equation Modeling (SEM) technique. Researchers assessed the validity, reliability, r square, f square, direct hypotheses, and indirect hypotheses using SEM analysis and Smart PLS software.

RESEARCH RESULT

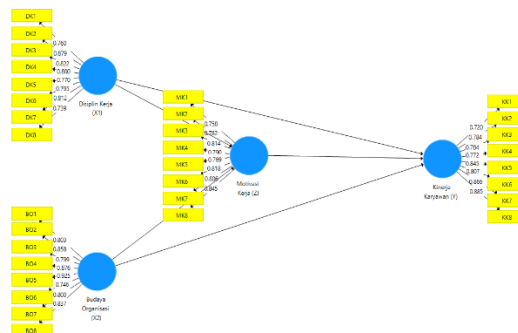


Figure 1. Outer Model

Source: Processed data (2025)

Table 1. Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X1)	0,918	0,921	0,933	0,637
Organizational Culture (X2)	0,936	0,939	0,947	0,693
Employee performance (Y)	0,924	0,924	0,938	0,655
Work Motivation (Z)	0,919	0,920	0,933	0,637

Source: Processed data (2025)

All variables have a Cronbach's Alpha value over 0.7, indicating a fair degree of internal consistency, according to the reliability and validity test findings shown in Table 1 (Hair Jr et al., 2021). Work Discipline (X1), Organizational

Culture (X2), Employee Performance (Y), and Work Motivation (Z) had Cronbach's Alpha values of 0.918, 0.936, 0.924, and 0.919, respectively. Furthermore, all variables have Composite Reliability and rho_A values

above the 0.7 cutoff, indicating good composite reliability. Every variable has an Average Variance Extracted (AVE) value more than 0.5, with Organizational Culture (X2) having the highest value at 0.693, followed by Employee Performance (Y) at 0.655, and Work

Discipline (X1) and Work Motivation (Z) at 0.637 each. The applied research instrument has satisfied the reliability and validity requirements as this demonstrates that each variable has sufficient convergent validity.

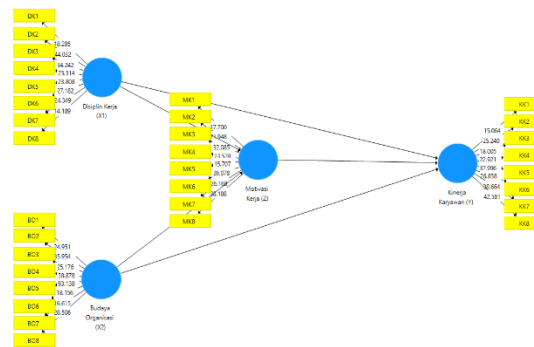


Figure 2. Inner Model
Source: Processed data (2025)

Tabel 2. R Square dan F Square

R Square				
		R Square	R Square Adjusted	
Employee performance (Y)		0,725	0,719	
Work Motivation (Z)		0,709	0,704	
F Square				
	Work Discipli ne (X1)	Organizati onal Culture (X2)	Employee performan ce (Y)	Work Motivati on (Z)
Work Discipline (X1)			0,403	0,425
Organizational Culture (X2)			0,448	0,345
Employee performance (Y)				
Work Motivation (Z)			0,339	

Source: Processed data (2025)

The Employee Performance variable (Y) has a R Square value of 0.725 and an Adjusted R Square of 0.719, according to the results of the R Square analysis. This means that Work Discipline (X1), Organizational Culture (X2), and Work Motivation (Z) account for 72.5% of the variation in Employee Performance (Y), with the remaining 27.5% being influenced by factors not

included in this model. Furthermore, the Work Motivation variable (Z) has a R Square value of 0.709 and an Adjusted R Square of 0.704, meaning that Work Discipline (X1) and Organizational Culture (X2) account for 70.9% of the variation in Work Motivation (Z). The model's high degree of accuracy in forecasting the link between variables is demonstrated by the Adjusted R Square

value, which is nearly identical to this R Square. All of the associations between the variables in the study model have a substantial and powerful effect, according to the F Square analysis results. Employee performance (Y) and work motivation (Z) are significantly impacted by work discipline (X1), with a F Square value of 0.403 and 0.425, respectively.

Additionally, organizational culture (X2) has a significant impact on work motivation

(Z) of 0.345 and employee performance (Y) with a F Square value of 0.448. With a F Square value of 0.339, job motivation (Z) has a sizable impact on employee performance (Y). The validity of the model in explaining the link between variables is supported by these results, which demonstrate that the independent and mediating factors in this research significantly contribute to the dependent variable.

Table 3. Direct and Indirect Hypothesis Analysis

	Original Sample	Sample Mean	Standard Deviation	T Statisti cs	P Valu es
Work Discipline (X1) -> Work Motivation (Z)	0,370	0,371	0,085	3,186	0,002
Organizational Culture (X2) -> Work Motivation (Z)	0,523	0,521	0,082	6,982	0,000
Work Discipline (X1) -> Employee Performance (Y)	0,228	0,235	0,096	3,867	0,000
Organizational Culture (X2) -> Employee Performance (Y)	0,269	0,267	0,090	5,784	0,000
Work Motivation (Z) -> Employee Performance (Y)	0,471	0,465	0,085	5,522	0,000
Work Discipline (X1) -> Work Motivation (Z) -> Employee Performance (Y)	0,428	0,433	0,049	2,599	0,010
Organizational Culture (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0,472	0,467	0,060	4,476	0,000

Source: Processed data (2025)

With a p-value <0.05 and t-statistics > 1.96, the hypothesis analysis's findings demonstrate that every association between the study's variables is significant at a 95% confidence level (Hair Jr et al., 2021). The effects of Work Discipline (X1) on Work Motivation (Z) and Employee Performance (Y) are 0.370 (t-statistics 3.186; p-value 0.002) and 0.228 (t-statistics 3.867; p-value 0.000), respectively. Employee Performance (Y) is impacted by Organizational Culture (X2) with a coefficient of 0.269 (t-statistics 5.784; p-value 0.000) and Work Motivation (Z) with a coefficient of 0.523 (t-statistics 6.982; p-value 0.000). Employee Performance (Y) is also impacted by Work Motivation (Z), with a coefficient of 0.471 (t-statistics 5.522; p-value 0.000). With an effect of Work Discipline on Employee Performance through Work Motivation

of 0.428 (t-statistics 2.599; p-value 0.010) and an effect of Organizational Culture on Employee Performance through Work Motivation of 0.472 (t-statistics 4.476; p-value 0.000), the indirect effect through Work Motivation is likewise noteworthy. All of the study's assumptions can thus be accepted.

CONCLUSION

The study's findings demonstrate that at PT. Banyu Tata Udara, organizational culture and work discipline significantly and favorably affect employee motivation. It has also been demonstrated that these two factors influence worker performance, either directly or indirectly through the mediation effect of motivation. Furthermore, employee motivation has a good impact on raising employee performance. All things considered, these results demonstrate the critical role

that organizational culture and work discipline play in raising employee motivation and performance. Therefore, in order to promote improved performance inside the organization, the primary focus should be on controlling work discipline and enhancing organizational culture.

Based on the study's findings, PT. Banyu Tata Udara can implement a number of recommendations to enhance employee performance, organizational culture, work motivation, and work discipline. First, in terms of work discipline, the company needs to emphasize the understanding and implementation of clear standard operating procedures (SOPs) through regular training and providing awards for employees who consistently comply with SOPs. Second, for organizational culture, the company must strengthen the implementation of the Code of Conduct by organizing orientation and training programs and providing concrete examples from leaders regarding the implementation of these guidelines. Third, in terms of work motivation, the company should provide more opportunities for employees to innovate and develop creative ideas through training, workshops, and awards for innovative ideas that are successfully implemented. Finally, for employee performance, the company needs to focus on developing competencies through regular training, setting clear work quality standards, and providing constructive feedback and a reward system to encourage continuous performance improvement. With the implementation of these suggestions, it is hoped that PT. Banyu Tata Udara will be able to create a more productive and efficient work environment, which in turn will increase the company's overall performance and success.

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