
	<b>Gema WIRALODRA</b>
	Editor-in-Chief: Yudhi Mahmud
	 Publisher: Universitas Wiralodra

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**To cite this article:** Wiharti, G., Isnurhadi & Hadjr, M.I. (2024). The influence of organizational culture on employee performance with work discipline as an intervening variable at PT Bersama Makmur Raharja Padang. *Gema Wiralodra*, 15(1), 19-31.

**To link to this article:**

<https://gemawiralodra.unwir.ac.id/index.php>

**Published by:**

Universitas Wiralodra

Jln. Ir. H. Juanda Km 3 Indramayu, West Java, Indonesia

## The influence of organizational culture on employee performance with work discipline as an intervening variable at PT Bersama Makmur Raharja Padang

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### Abstract

This study aims to analyze the influence of organizational culture on employee performance with work discipline as an intervening variable at PT Bersama Makmur Raharja Padang. This research uses a quantitative approach. The sample in this study consists of permanent employees of PT Bersama Makmur Raharja Padang, with a population of 111 respondents, and the sample size includes all employees in the population, totaling 111 respondents. The data source for this research is primary data collected through offline questionnaire distribution. The data analysis method in this study uses Structural Equation Modeling (SEM) with the Smart PLS program. The results of this study indicate that organizational culture has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on work discipline, work discipline has a positive and significant effect on employee performance, and organizational culture has a positive and significant effect on employee performance mediated by work discipline.

**Keywords:** Organizational Culture, Work Discipline, Employee Performance

### 1. Introduction

Human resources have a very crucial role in the sustainability of an organization because no technology can replace this factor. The performance of human resources is the primary determinant of the survival of an organization. Employees who can provide high performance are expected to achieve quality results. On the other hand, low performance can fail to complete tasks and work by established standards and procedures (Nasukah, 2018). The performance of human resources is also a significant determinant of the success of an organization, including institutions, agencies, work units, or other forms of organization. Good quality human resources are considered a supporting factor in achieving the organization's vision, mission, and goals. On the other hand, poor human resource performance will hurt the organization's overall performance (Martoyo, 2018). Human resources are considered the most valuable asset in achieving company success. Issues related to human resources in an organization are very important because, no matter how sophisticated the technology is used by employees, in the end, they are the ones who run it (Fitria & Ramaditya, 2018).

PT. Together with Makmur Raharja, known as "Raharja Motor" is a national company that is experiencing rapid growth and success in the automotive industry. Raharja Motor is the only high-quality used motorbike dealer on a national scale. Established on October 1 2004 under PT. Together with Makmur Raharja (BMR), which is part of the Raharja Motor Group, a business partner of the FIF Group under ASTRA International. With more than a decade of experience as the largest dealer and supplier to the used motorbike retail market with a national network, BMR has gained consumer trust through consistently increasing unit sales. Raharja Motor continues to expand its branches and business units to cover all regions of Indonesia, providing financial solutions and two-wheeled vehicle transportation needs for its consumers.

Employee performance is a key factor that influences organizational success. The success of an organization really depends on the quality of employee performance, encouraging

organizations to continue to develop and improve the performance of their members. An employee's performance can be measured through work, tasks, or activities carried out in a certain period (Pane, 2019). The performance issue observed at PT. Bersama Makmur Raharja Padang is the failure to achieve the targets set by the company. The given targets to employees are detailed in Table 1 below.

Table 1

*Number of Targets to be Achieved by PT. Bersama Makmur Raharja Padang Employees January 2022 - August 2023*

Cluster	Targets to be Achieved / Year (Person)	Realization Year 2022 (Person)	Achievements (%)	Realization Year 2023 (Person)	Achievements (%)
Gold	300	253	84,33	274	91,33
Blue	216	188	87,03	183	84,72
Green	144	119	82,63	131	90,97
Yellow	132	126	95,45	109	85,57

Source: Data from PT. Bersama Makmur Raharja Padang

Table 1 displays the annual targets for Customer Financial Advisors at PT. Together with Makmur Raharja Padang. Of the four clusters, the Gold Cluster stands out as the highest, with a target of 300 people by 2022 and reached 253 people (84.33%). The Blue Cluster targets 216 people, with a realization of 188 people (87.03%). The Green Cluster had a target of 144 people and achieved a realization of 119 people (82.63%), while the Yellow Cluster had the lowest target, 132 people, with a realization of 126 people (95.45%). This table also shows that in the 2023 target, the Gold Cluster experienced an increase from the previous year, successfully achieving realization by 274 people (91.33%). The Blue Cluster experienced a decrease in realization by only reaching 183 people (84.72%), the Green Cluster experienced a significant reduction of targets with the realization of 131 people (90.97%), and the Yellow Cluster experienced a decline with the realization of 109 people (85.57%). The pattern of fluctuation in results achieved by Customer Financial Advisors each year indicates their potential difficulty meeting established targets. If this condition continues, PT. Together with Makmur Raharja Padang, the largest supplier in the used motorbike retail market, it risks experiencing losses.

Factors that influence individual performance involve internal and external elements. Internal aspects include attitudes, abilities, commitment, interests, discipline, organizational culture, intelligence, motivation, job satisfaction, and personality. Meanwhile, external elements involve facilities and infrastructure, incentives or salaries, commitment, work atmosphere and environment, organizational culture, and leadership style (Nawawi, 2017). Work discipline is one of the crucial factors that influences employee performance. Discipline is considered the primary foundation for achieving success in achieving organizational goals. Applying work discipline ensures that all employees voluntarily comply with every rule without coercion. Common problems related to work discipline involve punctuality, leaving early, absenteeism, and non-compliance. According to Hasibuan (2017), discipline includes an individual's awareness and willingness to comply with all applicable company regulations and social norms.

In conclusion, work discipline is essential to carry out tasks and achieve goals in the company context. Ariesa et al. (2020) emphasized that controlling and monitoring work discipline can be carried out through accurate employee attendance data, making it easier to apply disciplinary sanctions. Information regarding work discipline of PT employees. Together with Makmur Raharja Padang, PT employees' discipline level is known. Together with

Makmur, Raharja Padang still needs to do better in terms of employee attendance. From January 2022 to August 2023, there appears to be a consistent pattern of employees needing to be present with notice each month, and there is an increasing trend in employees arriving late. This indicates that many employees still need more discipline at work, showing a lack of commitment to arriving on time and being regularly present.

This is consistent with research conducted by Sunarsi (2018), which found that work discipline significantly affects the performance of educators at the Marvin Foundation. Another study by Lestari & Afifah (2020) showed a positive and significant influence between work discipline and job satisfaction on employee performance. In contrast, research by Setiawan Agung (2013) found that work discipline does not affect performance. A study by Argiari (2020) also found no relationship between work discipline and employee performance.

Another variable influencing performance is organizational culture. According to Robins & Coulter (2017), organizational culture is a shared meaning system embraced by members that distinguishes the organization from others. Furthermore, it is stated that a shared meaning system is formed by its citizens, distinguishing it from other organizations. Organizational culture plays a significant role in improving employee performance.

PT. Bersama Makmur Raharja Padang applies organizational culture to support productivity and the development of a healthy organization. There are four corporate cultures implemented at PT. Bersama Makmur Raharja: communicative, enthusiastic, innovative, and harmonious. Communicative culture is based on open and transparent communication. Enthusiastic culture is driven by high spirit and motivation among members. Innovative culture allows room for experimentation, creative thinking, and the discovery of new solutions. A harmonious culture creates alignment among its members.

One of the crucial obstacles corporate organizations faced by many companies is effective communication and the generation gap at PT. Bersama Makmur Raharja Padang, there still needs to be more effective communication among employees, leading to frequent conflicts in the work environment that make employees feel uncomfortable, resulting in turnover. In this case, the communicative and harmonious organizational culture appears applied at PT. Bersama Makmur Raharja Padang needs to be implemented more effectively. The study by Rahmawati et al. (2023) found a positive influence of organizational culture on employee performance. In contrast, research by Akbar & Hermiati (2023) found no influence of organizational culture on employee performance at PT. Indomarco Prisma Tbk Bekasi Branch.

Based on the above background, the author is interested in conducting research titled "The Influence of Organizational Culture on Employee Performance with Work Discipline as an Intervening Variable at PT. Bersama Makmur Raharja Padang." This research aims to obtain empirical evidence and analyze several aspects: first, to analyze the direct influence of organizational culture on employee performance at PT Bersama Makmur Raharja Padang; second, to analyze the direct influence of corporate culture on work discipline at PT Bersama Makmur Raharja Padang; third, to analyze the direct influence of work discipline on employee performance at PT Bersama Makmur Raharja Padang; and finally, to analyze the indirect influence of organizational culture on employee performance with work discipline as an intervening variable at PT Bersama Makmur Raharja Padang.

## 2. Method

This research design is a quantitative study that shows the cause-and-effect relationship between independent variables, organizational culture, and work discipline toward the dependent variable, employee performance at PT. Bersama Makmur Raharja Padang. In scientific research, data collection techniques are intended to obtain relevant, accurate, and reliable materials. The data collection techniques in this study include.

### Questionnaire

A questionnaire is a data collection tool consisting of a series of written questions posed to respondents to obtain written answers. Here, the researcher expects respondents to answer truthfully. The researcher uses a Likert scale (1-5), where 1 indicates strongly disagree, and five indicates strongly agree. The scale is as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, 5 = Strongly Agree.

### Interview

The interview method supports the accuracy and completeness of distributed questionnaires. Interviews are also used to broaden the researcher's horizon about other data not formulated in the questionnaire but may have strategic implications for the company, making it worthwhile for further research. Additionally, interviews are used to complement data collected through questionnaires.

The employee population currently working at PT. Bersama Makmur Raharja Padang is 111 people; therefore, this study uses a census method involving all employees in the population, totaling 111 people, as respondents. The details are explained in Table 2 below.

Table 2

*Research Sample of Employees at PT. Bersama Makmur Raharja Padang*

No	Work unit	Population
1	SPV Marketing	1
2	Outlet Head	10
3	Customer Financial Advisor	73
4	SPV Operasional	1
5	Admin Refinancing	1
6	Customer Support Staff	25
Total		111

Source: Data from PT. Bersama Makmur Raharja Padang

The data that has been collected is then analyzed statistically with the help of the SEM PLS program.

## 3. Results and Discussion

### *Discriminant Validity Test*

The Discriminant Validity Test is a stage conducted to determine whether the variables or indicators used in the research have unique values and are only related to their own variables or indicators. A Discriminant Validity Test can be performed by examining cross-loading values and the Fornell-Larker criterion. The first method is to measure cross-loading, where the cross-loading results should show that the indicators of each variable have higher values than indicators in other variables. The cross-loading test results in this study are as follows:

Table 3  
*Cross Loadings Analysis Results*

	Organizational culture (X)	Work discipline (Y)	Employee performance (Z)
BO1	0.777	0.502	0.543
BO10	0.749	0.557	0.532
BO11	0.809	0.477	0.503
BO13	0.811	0.466	0.514
BO15	0.797	0.632	0.602
BO5	0.793	0.602	0.565
BO7	0.731	0.481	0.505
BO8	0.753	0.469	0.472
BO9	0.712	0.411	0.445
DK10	0.560	0.802	0.588
DK11	0.503	0.745	0.501
DK13	0.518	0.843	0.603
DK14	0.488	0.796	0.570
DK4	0.538	0.784	0.621
DK5	0.570	0.813	0.546
DK7	0.509	0.782	0.565
DK9	0.537	0.710	0.560
KK10	0.536	0.572	0.838
KK11	0.525	0.549	0.805
KK12	0.617	0.611	0.820
KK13	0.590	0.630	0.880
KK14	0.565	0.625	0.802
KK4	0.532	0.481	0.796
KK5	0.575	0.639	0.766
KK6	0.530	0.571	0.803
KK7	0.553	0.644	0.817
KK8	0.552	0.592	0.813
KK9	0.524	0.574	0.834

Source: Data processed with SmartPLS 2023

Table 3 shows that the cross-loading values of each item on its respective variable are greater than the cross-loading values with other variables. From these results, it can be concluded that there are no issues with discriminant validity.

#### Composite Reliability Test

The acceptable values for Composite Reliability in exploratory research typically range from 0.60 to 0.70. A reliability value of 0.70 indicates high reliability for a variable. The table of Composite Reliability values is as follows.

Table 4

#### *Analysis Results of Cronbach's Alpha and Composite Reliability*

	Cronbach's alpha	Composite reliability
Organizational culture (X)	0.915	0.929
Work discipline (Y)	0.911	0.928
Employee performance (Z)	0.950	0.956

Source: Data processed with SmartPLS 2023

Based on Table 4, it can be concluded that all variables are reliable, as both Composite Reliability and Cronbach's Alpha have values above 0.70. Thus, all variables in this research model exhibit internal consistency reliability. Considering the previous data, it can be summarized that this study has good convergent validity, discriminant validity, and internal consistency reliability.

*Inner Model Testing*

1) R-Square (R<sup>2</sup>) Test Results

The evaluation of the research model in PLS begins by examining the R-square for each dependent latent variable. R<sup>2</sup> values measure the extent of the influence of exogenous variables on endogenous variables. The higher the R<sup>2</sup> value, the better the predictive ability of the research model. The R-square results are presented in Table 5:

Table 5

*Analysis Results of R-Square*

	R Square Adjusted
Work Discipline (Y)	0,514
Employee Performance (Z)	0,524

Source: Data processed with SmartPLS 2023

Based on the R<sup>2</sup> testing results in the table above, the R<sup>2</sup> value for the Employee Performance variable is 0.524. The analysis in Table 8 explains that the indicators on the exogenous variable (Organizational Culture) collectively influence job satisfaction by 52.4%, while other factors influence the remaining 47.6%. The R<sup>2</sup> value for the Work Discipline variable is 0.514, indicating that the indicators (Organizational Culture) collectively influence Work Discipline by 51.4%, with the remaining 42.6% influenced by other factors. The standard measurement of R-square is strong if it is 0.75, moderately sufficient if it is 0.50, and weak if it is 0.25. Table 10 shows that the R-square values for the employee performance variable are 0.524 (52.4%), falling into the moderately sufficient measurement standard. Therefore, it can be interpreted that There is a moderate relationship between organizational culture and employee performance. Furthermore, table 10 indicates that the r-square value for the work discipline variable is 0.514 (51.4%), falling into the moderately sufficient measurement standard. Thus, there is a moderate relationship between the influence of organizational culture on work discipline through the employee performance variable.

2) Q-Square (Q<sup>2</sup>) Test Results

Q-Square is used to measure how well the observed values generated by the model match the estimated parameters. A Q-Square value greater than 0 indicates predictive relevance and a value less than 0 indicates a lack of predictive relevance. The Q-Square values are presented in Table 6.

Table 6

*Analysis Results of Q-Square*

	R-Square Adjusted	-((1-R <sub>1</sub> square)(1-R <sub>2</sub> square))	Q-Square
Work Discipline	0.514	1-(1-0.514)(1-0.524)	0.768
Employee Performance	0.524		

Source: Data processed with SmartPLS 2023

Table 6 shows that the Q-Square values are more significant than 0, indicating that this research model has predictive relevance. The Q-Square percentage is 0.768 or 76.8%, close to 1. This suggests that the model is good.

### 3) F-Square (F2) Test Results

F-Square is a measure used to observe the relative impact of an independent variable on a dependent variable. The F-Square values are as follows:

Table 7

*Analysis Results of F-Square*

	Organizational Culture (X)	Work Discipline (Y)	Employee Performance (Z)
Organizational Culture (X)		0,829	
Work Discipline (Y)			1,121
Employee Performance (Z)			

Source: Data processed with SmartPLS 2023

Table 7 shows that one variable, Organizational Culture, has a significant impact (0.829) on Work Discipline. Furthermore, Work Discipline has a significant impact (1.121) on Employee Performance.

### 4) Gof PLS Test Results

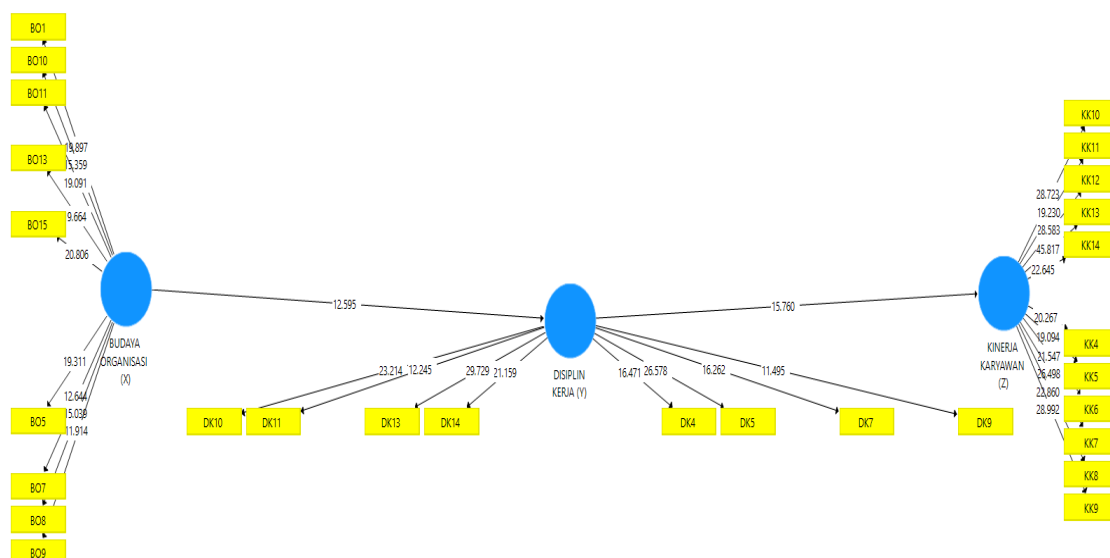
The Gof PLS test is used to assess the model's overall fit for both outer and inner models. The GoF value is calculated as follows: average AVE = 0.625, average R-Square = 0.519

$$\begin{aligned}
 \text{GoF} &= \sqrt{\text{Rata} - \text{rata AVE} \times \text{Rata} - \text{Rata R} - \text{Square}} \\
 &= \sqrt{0.625 \times 0.519} \\
 &= \sqrt{0.523841} \\
 &= 0.569
 \end{aligned}$$

From the above testing results, a goodness-of-fit value of 0.569 is obtained. This value falls into the large category, indicating a good overall fit for the outer and inner models. The results of the Inner Model analysis are as follows:

Figure 1

*Results of Inner Model Analysis*





### Hypothesis Testing Results

The results of the bootstrapping test are as follows:

Table 8

#### Path Coefficient Results

	Original Sample (O)	P-values	Significant Level
Organizational Culture (X) -> Employee Performance (Z)	0.489	0.000	Significant
Organizational Culture (X) -> Work Discipline (Y)	0.673	0.000	Significant
Work Discipline (Y) -> Employee Performance (Z)	0.727	0.000	Significant

Source: Data processed with SmartPLS 2023

Based on the results in Table 8, the following conclusions can be drawn:

1. Hypothesis 1 testing, which assesses the influence of organizational culture on employee performance, yields an optimistic original sample estimate of 0.489 with a P-value of 0.000 (<0.05). Therefore, it can be concluded that organizational culture has a positive and significant impact on employee performance, and thus, Hypothesis H<sub>1</sub> is accepted.
2. Hypothesis 2 testing, which examines the influence of organizational culture on work discipline, shows an optimistic original sample estimate of 0.673 with a P-value of 0.000 (<0.05). It can be concluded that corporate culture positively and significantly impacts work discipline; thus, Hypothesis H<sub>2</sub> is accepted.
3. Hypothesis 3 testing, which evaluates the influence of work discipline on employee performance, reveals a pessimistic original sample estimate of 0.727 with a P-value of 0.000. It can be inferred that work discipline has a positive and significant impact on employee performance, and thus, Hypothesis H<sub>3</sub> is accepted.

After conducting the Path Coefficient test based on P-values, the next step is to examine the indirect influence through Intervening Variables. The results of the test run with bootstrapping analysis using SmartPLS are presented in Table 9.

Table 9

#### Specific Effects Results

	Original sample	P-values	Significant level
Organizational culture (x) -> employee performance (z) -> work discipline (y)	0.489	0.000	Significant

Source: Data processed with SmartPLS

Based on the data in Table 9, the following conclusion can be drawn: Hypothesis 4 testing, which examines organizational culture's vivacious and significant impact on employee performance through work discipline, shows an optimistic original sample estimate of 0.489 with a P-value of 0.000 (<0.05). Therefore, it can be concluded that organizational culture positively and significantly impacts employee performance through work discipline, and thus, Hypothesis H<sub>4</sub> is accepted. In the analysis, employee performance is a partial mediator, meaning that both directly and indirectly, independent variables influence dependent variables.

## Discussion

Based on the results of the analysis and various tests conducted, the data processing results in the research will be discussed to provide a clearer picture of the influence among variables, both direct and indirect relationships mediated by intervening variables in this study.

### **Influence of Organizational Culture on Employee Performance**

Organizational culture positively and significantly influences employee performance in the original sample, with a coefficient of 0.489, t-statistic of 8.580, and P-values of 0.000. This means that Hypothesis 1 is accepted. Organizational culture positively and significantly impacts employee performance at PT Bersama Makmur Raharja. Therefore, it can be concluded that Hypothesis 1, which states that corporate culture positively affects employee performance, is accepted. This result reflects the importance of organizational culture in shaping a supportive work environment and motivating employees to achieve optimal performance. The implication is that PT Bersama Makmur Raharja's management can consider maintaining and strengthening organizational culture elements that contribute positively to employee performance to support achieving company goals.

This research aligns with a study by Haris et al. (2023), indicating that organizational culture positively and significantly influences employee performance. The consistency between these findings and previous research suggests that Organizational Culture plays a crucial role in shaping a supportive work environment and motivating employees to achieve optimal performance. Consequently, a solid understanding of the positive correlation between Organizational Culture and Employee Performance can serve as valuable guidance for PT Bersama Makmur Raharja in designing effective and sustainable human resource management strategies. Considering these findings, the company can focus more on maintaining and developing an organizational culture that drives positive employee performance, strengthens competitive positioning, and achieves long-term success.

Another study by Muis et al. (2018) showed a positive and significant effect of organizational culture on performance, and there is a positive and significant effect of corporate culture and organizational commitment on employee performance. Another study by Ainanur & Tirtayasa (2018) showed that (1) the organizational culture variable partially affects employee performance in processing the Langkat Palm Oil Mill of PT. Perkebunan Nusantara IV (2) partially, the competency variable affects employee performance in processing the Langkat Palm Oil Mill of PT. Perkebunan Nusantara IV; (3) The motivation variable partially affects employee performance in processing the Langkat Palm Oil Mill of PT. Perkebunan Nusantara IV; (4) simultaneously, there is a positive and significant influence between the variables of organizational culture, competence, and motivation on employee performance in the processing of the Langkat Palm Oil Mill of PT. Perkebunan Nusantara IV.

### **Influence of Organizational Culture on Work Discipline**

Organizational culture positively influences work discipline in the original sample, with a coefficient of 0.673, T-statistics of 12.595, and P-values of 0.000. This means that Hypothesis 2 is accepted. Organizational culture positively and significantly influences work discipline at PT Bersama Makmur Raharja. Statistical analysis confirms that Hypothesis 2, which states that organizational culture positively influences work discipline, is accepted. The implication is that a strong organizational culture in this company positively influences employee work discipline. PT Bersama Makmur Raharja's management can leverage this finding to better understand the crucial role of organizational culture in shaping work discipline behavior and attitudes in the workplace. By strengthening organizational values supporting work discipline, the company can create a conducive work atmosphere, ultimately contributing to employee performance and productivity.

This research is consistent with a study by Sumaki (2015), indicating that organizational culture positively and significantly influences work discipline. The consistency between the findings of this research and previous studies indicates that the positive relationship between organizational culture and work discipline is a reliable and broadly applicable finding. Consequently, these findings can serve as a foundation for PT Bersama Makmur Raharja to recognize the importance of fostering and strengthening an organizational culture that supports employee work discipline. Understanding that organizational culture can be vital in shaping discipline behavior. The company can design more targeted strategies and interventions to improve work discipline and, in turn, enhance overall organizational performance.

Another study Armawn & Suana (2019) found that organizational culture, leadership style, and physical work environment significantly affect work discipline. Similar research by (Novianingsih et al., 2023) shows that both partially and simultaneously, leadership style, motivation, and organizational culture can influence employee work discipline at UD. Putra Bali Glass Gianyar positively and significantly. Suggestions from the results of this study are to always maintain employee work discipline by considering factors of leadership style, motivation, and organizational culture.

### **Influence of Work Discipline on Employee Performance**

Work discipline positively and significantly influences employee performance in the original sample, with a coefficient of 0.727, T-Statistic of 15.760, and P Values of 0.000. This means that Hypothesis 3 is accepted. Work discipline positively and significantly influences employee performance at PT Bersama Makmur Raharja. Statistical analysis strongly indicates that Hypothesis 3, which states that work discipline positively influences employee performance, is accepted. In other words, the higher the level of employee commitment to their work, the better the performance they exhibit. Additionally, this finding underscores that work discipline also positively and significantly influences employee performance in this company. Therefore, PT Bersama Makmur Raharja's management can consider strengthening the development of work commitment strategies and enhancing work discipline practices as an integral part of efforts to improve employee performance and productivity.

This research aligns with a study by Hasibuan & Silvy (2019), indicating that work discipline has a positive and significant influence on employee performance. The consistency between the findings of this research and previous studies suggests consistency in understanding the positive relationship between work discipline and employee performance. Consequently, the contribution of this research can serve as a foundation for PT Bersama Makmur Raharja to strengthen strategies and policies that encourage the creation of a strong work discipline culture among employees. This may include the development of training programs, increased supervision, and the implementation of incentives aimed at motivating employees to maintain optimal work discipline, thus positively impacting overall company performance.

Other research by Prasetyo & Marlina (2019) shows a positive and significant influence between work discipline variables and job satisfaction on employee performance. Similar research by Ekhsan (2019) states that there is a simultaneous influence between the variables of motivation and work discipline on the performance of employees of PT Syncrum Logistics.

### **Influence of Organizational Culture on Employee Performance Through Work Discipline**

Organizational culture positively and significantly influences employee performance through work discipline in the original sample, with a coefficient of 0.489, T-Statistic of 8.580, and P-values of 0.000. This means that Hypothesis 4 is accepted. Organizational culture positively and significantly influences employee performance through work discipline as an intervening variable at PT Bersama Makmur Raharja. This indicates that the organization has successfully created a culture that positively influences employee work discipline, enhancing

their performance. This success can serve as a basis for PT Bersama Makmur Raharja to maintain and develop an organizational culture that supports employee productivity and work quality.

This research is consistent with a study by Nasir (2020), indicating that organizational culture positively and significantly influences employee performance through work discipline. The alignment between the findings of this research and previous studies illustrates the consistency of findings supporting the argument that organizational culture plays a central role in shaping employee attitudes and behaviors related to work discipline. Consequently, companies like PT Bersama Makmur Raharja can consider further strengthening and maintaining an organizational culture that supports work discipline values to enhance the effectiveness of employee performance. These findings also contribute to a deeper understanding of the context of the relationship between organizational culture, work discipline, and employee performance in the relevant industry or sector.

Other research by Muis et al (2018) shows a positive and significant effect of organizational culture on performance, and there is a positive and significant effect of organizational culture and organizational commitment on employee performance. Other research by Rivai (2020) shows that partially transformational leadership and organizational culture have a positive and significant effect on the performance of employees of PT Federal International Finance Medan, and transformational leadership and organizational culture simultaneously have a positive, and significant effect on the performance of employees of PT Federal International Finance Medan.

#### 4. Conclusion

Organizational culture has positively and significantly impacted employee performance at PT Bersama Makmur Raharja Padang. This finding is supported by the fact that organizational culture also plays a positive and significant role in employees' work discipline levels. This level of work discipline has also been proven to positively and significantly impact employee performance. Apart from that, organizational culture has a positive and significant influence on employee performance, and this relationship is mediated by work discipline as a variable that functions as an intermediary. This conclusion reflects the complex relationship between organizational culture, work discipline, and employee performance within PT Bersama Makmur Raharja Padang.

#### Acknowledgments

Researchers would like to thank the support and contributions of various parties in this research. Thank you to all who have provided guidance, insight, and technical support. The researcher's appreciation also goes to all respondents who have participated in this study, providing valuable data for our analysis. Thank you for the help and encouragement from friends, family, and all parties who participated in the smooth running of this research. All these contributions and support mean a lot to the success of our study.

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