OPEN ACCESS

Saudi Journal of Business and Management Studies
Abbreviated Key Title: Saudi J Bus Manag Stud
ISSN 2415-6663 (Print) |ISSN 2415-6671 (Online)
Scholars Middle East Publishers, Dubai, United Arab Emirates
Journal homepage: https://saudijournals.com

Original Research Article

The Effect of Organizational Culture, Compensation and Motivation Variables on Employee Performance through Work Discipline at PT. Astra Credit Company, Samarinda Branch

J Khurnia Washis Wibowo[1*], Djoko Setyadi[1], Jiuhardi[1]

[1]Magister Management, Faculty of Economic and Business, Mulawarman University, Jl. Kuaro, Gn. Kelua, Kec. Samarinda Ulu, Kota Samarinda, Kalimantan Timur 75119, Indonesia

DOI: 10.36348/sjbms.2022.v07i05.006 | **Received:** 15.04.2022 | **Accepted:** 22.05.2022 | **Published:** 25.05.2022

***Corresponding author:** J Khurnia Washis Wibowo
Magister Management, Faculty of Economic and Business, Mulawarman University, Jl. Kuaro, Gn. Kelua, Kec. Samarinda Ulu, Kota Samarinda, Kalimantan Timur 75119, Indonesia

Abstract

The study aims to analyze the effect of organizational culture, compensation and motivation on employee performance through work discipline. The design of this research is explanatory research. In this study using the type of descriptive research with a sample of 66 respondents who are employees at PT Astra Credit Company (ACC) Samarinda. Data collection techniques using questionnaires such as questionnaires. In the sample using a purposive sampling method. This research using a Structural Equation Modeling-Partial Least Square (SEM-PLS) approach to analyze data. Reseach results show that: (1) organizational culture has a significant positive effect on employee performance, (2) compensation has a significant positive effect on employee performance, (3) motivation has not significant effect on employee performance, (4) work discipline has a significant positive effect on employee performance (5) work discipline as a mediator doesn't act as a mediator on the effect of organizational culture on employee performance, (6) work discipline as a mediator does act as a mediator on the effect of compensation on employee performance, (7) work disciplne as a mediator does act as a mediator on the effect of motivation on employee performance.

Keywords: Organizational Culture, Compensation, Motivation, Work Discipline, Employee Performance.

Copyright © 2022 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution **4.0 International License (CC BY-NC 4.0)** which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

The development of globalization has brought growth in the financing and banking business in Indonesia which is increasing rapidly. This is indicated by the increasing number of new local finance companies and foreign finance companies entering Indonesia. Companies are required to create and maximize their resources effectively and efficiently. The most valuable resource that must be owned by the company is the human resources in the company. Human resources in the current era have an important and major role in creating the success of a company.

Astra Credit Company (ACC) is a subsidiary of the Astra Group company, where the ACC company is a company engaged in car and heavy equipment financing. In accordance with the Financial Services Authority Regulation No. 29/POJK.05/2015 ACC expanded its business in the fields of investment financing, working capital financing, multipurpose financing and operating leases, both conventional and sharia schemes.

One of the internal challenges faced by the ACC company is to pay special attention to the existing human resources in the company. The management is required to always maintain the performance and performance of its employees in order to contribute optimally, maintain the company's reputation, increase customer satisfaction, and establish cooperation with several dealer partners.

ACC always maintains good relations with all existing employees and continues to improve the quality of its human resources by looking at the employee's

performance in contributing to achieving the company's expected goals.

(Edison *et al.*, 2016) suggests that performance is the result of a process that is measured over a certain period of time based on pre-determined provisions or agreements. Various ways can be done by the company in influencing the performance of its employees such as creating a good organizational culture, providing motivation to all employees, and providing appropriate compensation or rewards, as well as maintaining employee discipline at work.

(Soewito, 2020) means that organizational culture as a system of values, beliefs and norms shared by a company can be a positive and negative force in achieving effective company performance. An organizational culture that is created well in the company will create a good work environment and be able to strengthen good emotional relationships within an organization between all employees. This organizational culture is closely related to work motivation. A good organizational culture will increase employee work motivation because it creates employees' emotional feelings of belonging, loyalty and trust and gives them positive thoughts about the company.

The formation of the vision and mission to achieve ACC's corporate goals is an organizational culture that they apply. With a good organizational culture, every employee will have good habits and it is hoped that every employee can comply with existing norms or regulations so that all employees are disciplined, and improve the performance of all employees.

One of the other factors that affect employee performance is the provision of rewards or compensation. (Mathis & Jackson, 2012) explains that compensation is an important factor that influences the reasons for choosing to work for the company. The provision of compensation is expected to improve employee discipline and performance. Providing good rewards or compensation will indirectly trigger employees to act disciplined in carrying out company regulations, and encourage employees to carry out work to the maximum in order to get more rewards.

The next factor that can affect employee performance is motivation. (Robbins & Judge, 2015) argues that motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals. The management is expected to be able to provide the right motivation to all employees in order to spur employees to create work passion effectively and achieve performance appraisal targets to achieve company goals. There are several important indicators that can be used to motivate employees or employees, including a comfortable work environment, good organizational culture, and appropriate rewards or compensation.

(Latainer, 2002) reveals discipline is a state that develops in the body of employees so that they can adjust voluntarily to decisions, rules and values of work and behavior. Companies that carry out good discipline will directly affect employee performance in the company's success in achieving the expected goals.

Based on the results of observations made, the phenomenon that occurs in the Samarinda branch of ACC company when viewed from the work discipline variable has been going well in terms of work attendance, work completion time, and obeying company regulations but there are some employees who do not reach the work target. In addition, ACC has implemented good compensation for all employees. Compensation, salary wages have been given in accordance with wage regulations in each region, and the company has provided various benefits in the form of health benefits, meal allowances, operational allowances and astek allowance, and incentives/bonuses for employees who are able to achieve work targets. With good compensation, it is expected that employees who work will be motivated to achieve targets in achieving performance, and employees will feel comfortable working in the company because the company can meet the needs of employees' lives. However, frequent changes or changes in leaders within the company can make one of the motivational problems given by leaders to employees, because employees are required to quickly adapt to the leadership style of each new leader in providing work motivation.

The management phenomenon mentioned earlier is inconsistent with previous research that has been carried out (Kumarayati *et al.*, 2017) which shows that work discipline has a negative and insignificant effect on employee performance, and work discipline is not a mediation between motivation on employee performance. This is in accordance with previous research conducted by (Hendawan & Pradhanawati, 2017) which showed that work discipline had a positive and significant effect on employee performance, and work discipline was a significant mediating variable between employee motivation and performance.

The following is company data seen from the unit sales target and the target amount financed (Amount Finance) for the last 3 months:

Table 1: Branch Target Data vs Actual Branch

Month	Branch Target		Actual	
	Unit	Amount Finance	Unit	Amount Finance
January	204	28.238.000.000	279	40.932.000.000
February	182	24.836.000.000	236	32.278.000.000
March	209	28.663.000.000	273	37.616.000.000

Source: data processed, 2020

From the data in Table 1 it can be concluded that during the last three months the company's targets can be met even though there are some employees who do not achieve the performance targets.

The formulation of the problem in this research are:

1. Does organizational culture have a direct positive and significant impact on the performance of the employees of Astra Credit Companies Samarinda branch?
2. Does compensation have a positive and significant direct effect on the performance of the employees of Astra Credit Companies Samarinda branch?
3. Does motivation have a positive and significant direct effect on the performance of the employees of Astra Credit Companies Samarinda branch?
4. Does work discipline have a positive and significant direct effect on the performance of the employees of Astra Credit Companies Samarinda branch?
5. Does organizational culture have a positive and significant direct effect on employee performance through employee discipline at Astra Credit Companies Samarinda branch?
6. Does compensation have a direct positive and significant effect on employee performance through employee discipline at Astra Credit Companies Samarinda branch?
7. Does motivation have a positive and significant direct effect on employee performance through employee discipline at Astra Credit Companies Samarinda branch?

MATERIAL AND METHODS

Organizational culture

(Robbins & Judge, 2015) means that the definition of organizational culture is a system of shared meanings held by each member that distinguishes an organization from other organizations.

(Soewito, 2020) means that organizational culture as a system of values, beliefs and norms shared by a company can be a positive and negative force in achieving effective company performance.

Based on the understanding of the figures above, it can be concluded that organizational culture is a pattern of invisible corporate personality, which can mobilize and build human resources through changes in attitudes and behavior, in order to be able to adapt to the environment, solve problems and face challenges that exist in an organization. Organization, and able to support the achievement of an organization's goals in improving performance.

Organizational Culture Indicator

(Robbins & Judge, 2015) states that the organizational culture that exists in each organization has differences from other organizations. There are 7 main characteristics that become indicators of organizational culture, namely:

1. Innovation and courage to take risks, is the extent to which the organization encourages employees to be innovative and dare to take risks. In addition, how the organization appreciates risk-taking actions by employees and generates employee ideas.
2. Attention to detail, is the extent to which the organization expects employees to show thoroughness, analysis, and attention to detail.
3. Results Orientation, is the extent to which management focuses its attention on results rather than attention on the techniques and processes used to achieve these results.
4. Human orientation, is the extent to which management decisions take into account the effect on the people involved in the company.
5. Team Orientation, is the extent to which work activities are organized around teams, not just individuals, to support collaboration.
6. Aggressiveness, is the extent to which individuals in the company are aggressive and comprehensive to carry out the organizational culture as well as possible.
7. Stability, is the extent to which organizational activities emphasize the status quo as a contrast to growth.

Compensation

(Mathis & Jackson, 2012) explains that compensation is an important factor that influences the reasons for choosing to work for the company. The compensation system in the company must be in accordance with the objectives and strategies of the company and must also balance the cost of compensation at a level that ensures competitiveness and provides adequate rewards for employees for the knowledge, skills, abilities and performance of the employees.

Compensation Indicator

There are several indicators of a company in providing compensation for employees. The indicators in providing compensation for employees are certainly different. (Simamora, 2015) assessed that the compensation indicators are:

1. Wages are payments that are often used for production and maintenance workers. Wages are generally related to hourly rate of pay and salary usually applies to annual, monthly or weekly rate of pay.
2. Incentives are additional compensation above or beyond the salary or wages given.
3. Benefits are health and life insurance, pension plans, holidays covered by the company and other benefits related to employment.
4. Amenities generally relate to enjoyment such as a company car or access to a company plane that employees get.

Motivation

(Robbins & Judge, 2015) argues that motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals.

(Gibson, 2013) motivation as a force that acts on each individual to initiate and direct behavior.

Based on the understanding of the figures above, it can be concluded that motivation is a condition in which a spirit, psychology and action are able to encourage an individual to achieve a goal.

Motivation Indicator

(Robbins & Judge, 2015) considered that there were 4 (four) initial theories regarding the concept of employee motivation. These theories are Maslow's hierarchy of needs theory, Douglas McGregor's theory of x and y, Hertzberg's two-factor theory, and McClelland's needs theory.

1. Maslow's Theory Hierarchy of Needs is a motivational theory that classifies human needs into five levels of needs in sequence, namely:

a. Physiological needs, such as food, drink, vehicle, and shelter;
b. Security needs, for example security protection;
c. Social needs, such as friendship;
d. Appreciation needs, such as status, recognition, and
e. Self-actualization needs, such as self-fulfillment.

2. McClelland's theory of motivation by David McClelland states that there are 3 (three) important needs and help encourage each individual's motivation:

a. The need for achievement is the drive for achievement. As for some people who have a strong drive to succeed, they pursue personal achievements more than the rewards for success.
b. The need for power is a strong desire and drive to control, influence and have influence over others. Top executives and managers are a group of people who have a great need for power.
c. The need for affiliation, is the need that has received the least attention and has received little research. People with this need are people who are looking for friendship.

3. The two-factor theory by Hertzberg which is also a theory that defines intrinsic factors with job satisfaction and links extrinsic factors with job dissatisfaction.
4. Theories X and Y by Douglas McGregor explain different views of people in organizations. Theory X sees people in organizations from the negative side, assuming that employees do not like work, run away from responsibilities and must be forced to show achievement. While theory Y is the opposite of theory X, where a more modern human perspective sees humans from the positive side, it is the assumption that humans as members of the organization basically like and enjoy work, do not need to be supervised because they keep their promises so they don't need to be supervised, can learn to accept them easily. good and seek responsibility, able to make innovative decisions and competent and creative in solving problems.

Work Discipline

(Latainer, 2002) reveals discipline is a condition that develops within the employee's body and causes employees to conform voluntarily to decisions, regulations and high values of work and behavior.

(Hadiwiryo, 2002) assumes that work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and is able to run it and does not avoid receiving sanctions if he violates the duties and authorities given to him.

Based on the above understanding, it can be concluded that work discipline is a management activity that carries out standard operating procedures (SOP) that have been formed by company management, which involves all employees so that they can learn and create a behavior by applying rewards or punishments to employees, and so that implemented by all employees.

Work Discipline Indicator

Indicators of work discipline according to (Lateiner, 2002) are:

1) Punctuality
   If the employee arrives on time, leaves on time and can be orderly, the employee can be said to have good work discipline.

2) Utilization of facilities
   Employees are careful to use office equipment to avoid damage to office equipment.

1.

3) High responsibility
Employees who always complete the tasks assigned to them in accordance with procedures and are responsible for the results of their work.

4) Compliance with office rules
Employees who wear uniforms according to the rules, wear identity cards, permission when not entering the office.

2

Employee performance

(Edison *et al*., 2016) suggests that performance is the result of a process that is measured over a certain period of time based on pre-determined provisions or agreements.

(Robbins, 2012) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

(Soewito, 2020) defines that performance is formally defined as the value of a series of employee behaviors that contribute, both positively and negatively, to the achievement of organizational goals.

From several definitions of the performance of several experts above, it can be concluded that performance is a process of the results of work activities carried out by the workforce, and is measured using certain indicators over a certain period of time, which is carried out based on the stipulated provisions.

Employee Performance Indicator

(Mathis & Jackson, 2012) found that performance indicators are influenced by:

1. Quantity of results
Represents the number generated and expressed in terms such as number of units, number of activity cycles completed. Quantity as measured by employees' perceptions of the number of assigned activities and their results.

2. Quality of results
The degree to which the results of the activities carried out are near perfect, in the sense of adapting some ideal way of performing the activity, as well as meeting the expected goals of an activity.

3. Accuracy
The ability to do work according to cues consists of: working consistently, reliable in providing services, working correctly and accurately.

4. Presence
It is the result of employee activities supported by high attendance and punctuality.

5. Ability to cooperate
Employees can work together with leaders and co-workers so that the company's effectiveness goals are achieved properly.

Research Conceptual Framework

This conceptual framework was formed on the basis of the theoretical study that has been stated previously, which functions as a guide, line of thought and the basis of this research. This research is useful for investigating and improving employee performance which is influenced by organizational culture, motivation, compensation and work discipline. For more details, the conceptual framework in this study can be seen in Figure 1 as follows:

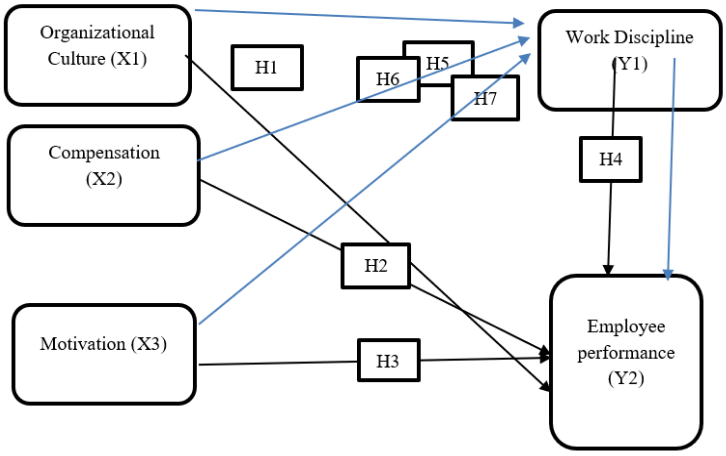

Figure 1: Research Conceptual Framework

Information:

= Measured Variables

= Direct influence

= Hypothesis

Research Design and Identification of Research Variables

This research uses a quantitative approach, descriptive type with explanatory research type.

The variables used in this study consisted of three groups of variables, namely: exogenous variables which in this study were indicated by organizational culture (X_1), compensation (X_2) and motivation (X_3). The intervening variable in this study is indicated by work discipline (Y_1). And the endogenous variables in this study are shown by employee performance (Y_2).

Operational Definition and Research Variable Indicators

In order for this research to focus more on the problem while avoiding misinterpretation of the variables used, in accordance with the identification of research variables, the operational definitions of each variable are:

Table 2: Operational Definition and Research Variable Indicators

Variable	Author	Operational Definition	Variable Indicators
Organizational culture	Robbins & Judge, 2015	Is a pattern of invisible corporate personality, which can mobilize and build human resources through changes in attitudes and behavior, in order to be able to adapt to the environment, solve problems and face challenges that exist within a company, and be able to support the achievement of a goal of a company. companies in improving performance.	a) Innovation and Courage to take risks; b) Attention to detail; c) Result Orientation; d) Human Orientation; e) Team Orientation; f) Aggressiveness; and g) Stability.
Compensation	Simamora, 2015	Represents all rewards given to employees for services or the results of their work in the company, either in physical form or in non-physical form, either directly or indirectly received.	a) Salary and wages; b) Incentives; c) Allowances; and d) Facilities.
Motivation	Robbins & Judge, 2015	Is a condition where a spirit, psychological and action that is able to encourage an individual in achieving a goal.	a) Physiological needs, such as eating, drinking, vehicles, and shelter; b) The need for a sense of security, for example security protection; c) Social needs, such as friendship; d) The need for esteem, for example status, recognition, and e) Self-actualization needs, such as self-fulfillment.
Work discipline	Lateiner, 2002	It is a management activity that carries out standard operating procedures (SOP) that have been established by the company's management, which involves all employees so that they can learn and create behavior by applying rewards or punishments to employees, and so that it can be implemented by all employees.	a) Punctuality; b) Using office equipment properly; c) High responsibility; and d) Compliance with office rules.
Employee performance	Mathis & Jackson, 2012	Is a process of the results of work activities carried out by the workforce, and is measured using certain indicators over a certain period of time, which is carried out based on the stipulated provisions.	a) Quality of results The degree to which the results of the activities carried out are near perfect, in the sense of adapting some ideal way of performing the activity, as well as meeting the expected goals of an activity. b) Quantity of results Represents the number generated and expressed in terms such as number of units, number of activity cycles completed. Quantity as measured by employees' perceptions of the number of assigned activities and their results. c) Accuracy The ability to do work according to cues consists of: working consistently, reliable in providing services, working correctly and accurately. d) Presence It is the result of employee activities that are supported by high levels of attendance and punctuality. e) Ability to cooperate

			Employees can work together with leaders and co-workers so that the company's effectiveness goals are achieved properly.

Source: data processed 2020

Data Types and Sources

The types and sources of data used in this study are primary data. The tools used are direct observation (observation) and distributing questionnaires to employees of Astra Credit Companies Samarinda.

Population and Sample

In this study the population was conducted on employees of Astra Credit Companies Samarinda branch. Because the population in this study is relatively small, the sample used is a saturated sample or uses the entire population as a sample. The sample used to conduct this research amounted to 66 respondents Astra Credit Companies Samarinda branch.

Research Instruments

The research instrument used in this study was a questionnaire or an observation instrument. One of the factors that affect the validity of the research results is the quality of the instrument used to collect data. The ability of the instrument is determined by two things, namely the level of validity and the level of reliability, namely:

1. Validity and a measure of the level of validity of a valid instrument has a high level of validity. An instrument is said to be valid if the instrument actually measures what it is supposed to measure.
2. Reliability is a measure of the reliability or level of distrust of an instrument. An instrument is said to be reliable if the instrument has high reliability.

Data collection technique

Observation

Observations are directed at activities accurately, record phenomena that arise and consider the relationships between aspects of these phenomena.

Questionnaire

This study used a questionnaire instrument. Questionnaires, namely the distribution of closed questionnaires in the form of a list of questions regarding the problem to be studied, which were addressed to employees of the Samarinda branch of Astra Credit Companies who became the research population. The questions about the variables studied were arranged in tiers based on the Likert Scale order, namely 1, 2, 3, 4, 5 and had the following answer criteria:

Answer strongly agree = Score 5
Answer agree = Score 4
Answer quite agree = Score 3
Disagree answer = Score 2
Answer strongly disagree = Score 1

Data analysis

Validity test

The validity test is used to determine whether a questionnaire is valid or not (Ghozali & Latan, 2014). It is said to be valid if the questions on the questionnaire are able to describe the variables. Validity assessment steps:

a. The variable to be measured is defined operationally.
b. The measurement scale was tested on several respondents.
c. Tabulation of respondents' answers.
d. Calculate the correlation between each question with a total score.

A variable is said to be valid if the result r value is greater than r table. And vice versa if the value of r results is smaller than r table then the variable is not valid.

Reliability Test

Reliability is an index that describes the extent to which a measuring instrument is reliable. Reliability shows the consistency of a measuring instrument in measuring a situation. The technique used to perform the reliability test is to use Cronbach's Alpha, which is to group the items into two or several parts. The closer Cronbach's Alpha is to 1, the higher the internal consistent reliability. If reliability less than 0.60 is considered bad, reliability in the range of 0.70 is acceptable, and more than 0.80 is good. The data analysis methods used in this study, namely descriptive analysis and inferential statistics with SmartPLS (Ghozali & Latan, 2014).

Designing the Measurement Model (Outer Model)

The verification stage is the stage that the research model must go through before testing the relational and causal relationship prediction model. This measurement model is used to test the construct validity and instrument reliability. The indicators in this study are reflective in other words measure how far the indicator can explain the latent variable. (Sarwono & Narimawati, 2015) there are two ways of measuring validity and reliability, namely:

1. Validity Test
a. Convergent Validity
Convergent validity measures the magnitude of the correlation between the construct and the latent variable. In evaluating the convergent validity of the individual item reliability examination, it can be seen from the standardized loading factor. The standardize loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. The correlation can be

said to be valid if the loading factor value has a value > 0.5.

b. Discriminant Validity or with Average Variance Extracted (AVE)
Discriminant validity relates to the principle that measures of different constructs should not be highly correlated. Discriminant validity occurs when two different instruments measuring two predicted uncorrelated constructs produce scores that are indeed uncorrelated.
The discriminant validity test was assessed based on the cross loading measurement with the construct. Another method used to assess discriminant validity is to compare the AVE roots for each construct with the correlations between other constructs in the model. AVE (Average Variance Extracted) is the average percentage of variance scores extracted from a set of latent variables estimated by loading standardize.

1. Reliability Test

In addition to the validity test, PLS also performs a reliability test to measure the internal consistency of the measuring instrument. Reliability shows the accuracy, consistency and accuracy of a measuring instrument in making measurements. Reliability test in PLS can use two methods, namely:

a. Cronbach's Alpha
Used to measure the lower limit of the reliability value of a construct where the consistency of each answer is tested. Cronbach's Alpha is said to be good if the value is > 0.7 even though the value of 0.6 is still acceptable. However, actually this internal consistency test is not absolute if the construct validity has been met because a valid construct is a reliable construct, on the other hand a reliable construct is not necessarily valid.

b. Composite Reliability
Composite Reliability is considered better than Cronbach's Alpha in estimating the internal consistency of a construct, which will be said to be good if the value is > 0.7 even though the value of 0.6 is still acceptable. The PLS output required for the interpretation of the indicator test can be seen in the table below:

Table 3: PLS Indicator Test Assessment Criteria

Model Test	Output	Criteria
Outer Model (Indicator Test)	Convergent Validity	Loading factor value must be > 0.5
	Discriminant Validity	Cross loading correlation value with latent variables must be greater than the correlations with other latent variables
	Average Variance Extracted (AVE)	AVE value must be > 0.5
	Composite Reliability	Composite reliability value is good if it has a value > 0.7
	Cronbach's Alpha	Cronbach's Alpha value that is good or said to be reliable must be > 0.6

Source: EQ Zainal & Wijaya, 2016

Designing a Structural Model (Inner Model)

The structural model in PLS is evaluated by using R^2 for the dependent construct, the path coefficient or t-values of each path to test the significance between constructs in the structural model. The value of R^2 is used to measure the level of variation of changes in the independent variable to the dependent variable. Where the higher the value of R^2 means the better the prediction model of the proposed research model. However, R^2 is not an absolute parameter in measuring the accuracy of the prediction model because the basis of the theoretical relationship is the most important parameter to explain the causality relationship.

The value of the path coefficient or inner model shows the level of significance in hypothesis testing. The path coefficient score or the inner model indicated by the t-statistic value. According to (EQ Zainal & Wijaya, 2016) the size of the significance of the hypothesis support can be used to compare the t-table and t-statistic values. If the t-statistic value is higher than the t-table value, it means that the hypothesis has a well-supported value. The criteria for the PLS output needed for the interpretation of the inner model in hypothesis testing can be seen in the table below:

Table 4: PLS Hypothesis Test Assessment Criteria

Model Test	Output	Criteria
Inner Model (Hypothesis testing)	R^2 for endogenous latent variable	The results of R^2 of 0.67, 0.33 and 0.19 indicate that the model is Good, Moderate and Weak
	Parameter Coefficient and T-Statistic	The estimated value for the path relationship in the structural model must be significant, which can be obtained by the bootstrapping procedure

Source: EQ Zainal & Wijaya, 2016

Evaluation of Goodness of Fit

© 2022 | Published by Scholars Middle East Publishers, Dubai, United Arab Emirates

To validate the overall model, goodness of fit (GoF) evaluation is used to validate between the measurement model (outer model) and structural model (inner model) which can be seen from the Q-square predictive relevance.

This is to measure how well the observation values generated by the model and also the parameter estimates are. The Q-square value 0 (zero), this means that the model has predictive relevance, while the Q-square value 0 (zero), means that the model lacks predictive relevance. The Q-Square calculation is done by the formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

Where R_1^2, R_2^2, ... R_p^2 are R-Square endogenous variables in the equation model. The magnitude of Q^2 has a value with a range of $0 < Q^2 < 1$, where the closer to 1 means the better (Ghozali & Latan, 2014).

Hypothesis Test

The hypothesis testing (β, y, λ) was carried out using the resampling bootstrapping method developed by Geisser and Stone. Statistical testing used t statistical test or t test, with statistical hypotheses.

The statistical hypotheses for the outer model are:

Ho: $\lambda_1 = 0$ lawan H1: $\lambda_1 \neq 0$

Then the statistical hypothesis for the inner model of the effect of exogenous latent variables on endogenous is:

Ho: $\lambda_1 = 0$ lawan H1: $\lambda_1 \neq 0$

Furthermore, the hypotheses for the inner model, the effect of endogenous latent variables on endogenous ones are:

Ho: β_1 = o lawan H_1: $\beta_1 \neq 0$

The application of the resampling method allows the application of freely distributed data (free distribution), does not require the assumption of a normal distribution, and does not require a large sample (recommended up to a minimum of 30). The test is done by t-test, if the p-value 0.05 is obtained.

Based on the research objectives, the hypothesis test design in this study is presented based on the research objectives. The level of confidence used is 95%, so the level of precision or the limit of inaccuracy is (α) = 5% = 0.05. And the resulting t-table value for the one-tailed hypothesis is 1.96. So it can be concluded that if the t-statistic value is smaller than the t-table value (t-statistic <1.96), then the hypothesis is rejected. On the other hand, if the t-statistic value is greater than the t-table value (t-statistic > 1.96), then the proposed hypothesis can be accepted (Ghozali & Latan, 2014).

RESULT AND DISCUSSION

Validity test

The validity test comes from correlating each indicator score with the total score. If r count r table (2-sided test with sig. 0.05) then the instrument or question indicator has a significant correlation with the total score or is declared valid. The following table shows the validity of some of the variables and question indicators that have been calculated using SmartPLS 3.0:

Table 5: Validity Test

Variable	Indicator	r arithmetic	r table	Result
Organizational culture	X1P1	0,818	> 0.5	Valid
	X1P2	0,879	> 0.5	Valid
	X1P3	0,764	> 0.5	Valid
	X1P4	0,850	> 0.5	Valid
	X1P5	0,793	> 0.5	Valid
	X1P6	0,757	> 0.5	Valid
	X1P7	0,784	> 0.5	Valid
Motivation	X2P1	0,766	> 0.5	Valid
	X2P2	0,752	> 0.5	Valid
	X2P3	0,821	> 0.5	Valid
	X2P4	0,827	> 0.5	Valid
	X2P5	0,809	> 0.5	Valid
	X2P6	0,716	> 0.5	Valid
	X2P7	0,796	> 0.5	Valid
	X2P8	0,774	> 0.5	Valid
Compensation	X3P1	0,806	> 0.5	Valid
	X3P2	0,842	> 0.5	Valid
	X3P3	0,902	> 0.5	Valid
	X3P4	0,868	> 0.5	Valid
	X3P5	0,886	> 0.5	Valid

Variable	Indicator	r arithmetic	r table	Result
	X3P6	0,787	> 0.5	Valid
Work Discipline	Y1P1	0,756	> 0.5	Valid
	Y1P2	0,827	> 0.5	Valid
	Y1P3	0,844	> 0.5	Valid
	Y1P4	0,847	> 0.5	Valid
	Y1P5	0,762	> 0.5	Valid
	Y1P6	0,786	> 0.5	Valid
	Y1P7	0,771	> 0.5	Valid
Employee performance	Y2P1	0,801	> 0.5	Valid
	Y2P2	0,838	> 0.5	Valid
	Y2P3	0,815	> 0.5	Valid
	Y2P4	0,801	> 0.5	Valid
	Y2P5	0,707	> 0.5	Valid

Source: data processed with SmartPLS 3.0

From the presentation of Table 5 above, it can be concluded that all indicators on each variable are declared valid or fulfilled because the results of r arithmetic > r table.

Reliability Test

Composite Reliability

Composite reliability is the part used to test the level of indicator reliability on a variable. A variable can be declared to meet the reliability element if it has a composite reliability value greater than 0.70. The following is the composite reliability value for each variable used in this study.

Table 6: Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Limit Alpha	Result
Organizational culture (X_1)	0,911	0,929	> 0,70	Valid
Compensation (X_2)	0,910	0,927	> 0,70	Valid
Motivation (X_3)	0,922	0,940	> 0,70	Valid
Work discipline (Y_1)	0,906	0,925	> 0,70	Valid
Employee performance (Y_2)	0,853	0,895	> 0,70	Valid

Source: data processed with SmartPLS 3.0

Based on the results of the data analysis presented in table 6. it can be seen that the value of Cronbach's alpha and composite reliability of all research variables is greater than (>) 0.70. These results indicate that each variable has met the element of reliability. So it can be concluded that all research variables have a high and strong level of reliability.

Designing the Measurement Model (Outer Model)

Validitas Konverge

Convergent Validity measures the magnitude of the correlation between the construct and the latent variable. In evaluating the convergent validity of the individual item reliability examination, it can be seen from the standardized loading factor. The standardize loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. The correlation can be said to be valid if the loading factor value has a value > 0.7.

Table 7: Variable Frequency Distribution

Variable	Indicator	Outer Loading	Ideal Limit	Information
Organizational culture	X1P1	0,818	> 0.70	Valid
	X1P2	0,879	> 0.70	Valid
	X1P3	0,764	> 0.70	Valid
	X1P4	0,850	> 0.70	Valid
	X1P5	0,793	> 0.70	Valid
	X1P6	0,757	> 0.70	Valid
	X1P7	0,784	> 0.70	Valid
Motivation	X2P1	0,766	> 0.70	Valid
	X2P2	0,752	> 0.70	Valid
	X2P3	0,821	> 0.70	Valid

Variable	Indicator	Outer Loading	Ideal Limit	Information
	X2P4	0,827	> 0.70	Valid
	X2P5	0,809	> 0.70	Valid
	X2P6	0,716	> 0.70	Valid
	X2P7	0,796	> 0.70	Valid
	X2P8	0,774	> 0.70	Valid
Compensation	X3P1	0,806	> 0.70	Valid
	X3P2	0,842	> 0.70	Valid
	X3P3	0,902	> 0.70	Valid
	X3P4	0,868	> 0.70	Valid
	X3P5	0,886	> 0.70	Valid
	X3P6	0,787	> 0.70	Valid
Work discipline	Y1P1	0,756	> 0.70	Valid
	Y1P2	0,827	> 0.70	Valid
	Y1P3	0,844	> 0.70	Valid
	Y1P4	0,847	> 0.70	Valid
	Y1P5	0,762	> 0.70	Valid
	Y1P6	0,786	> 0.70	Valid
	Y1P7	0,771	> 0.70	Valid
Employee performance	Y2P1	0,801	> 0.70	Valid
	Y2P2	0,838	> 0.70	Valid
	Y2P3	0,815	> 0.70	Valid
	Y2P4	0,801	> 0.70	Valid
	Y2P5	0,707	> 0.70	Valid

Source: Research results, (data processed with Smart PLS 3.0)

Based on the results of the outer loading analysis using SmartPLS version 3, it can be seen that every indicator that makes up the variables is declared valid. This is based on the acquisition value of outer loading which entirely exceeds the ideal limit of 0.70. Thus, it can be stated that all indicators meet the elements of convergent validity.

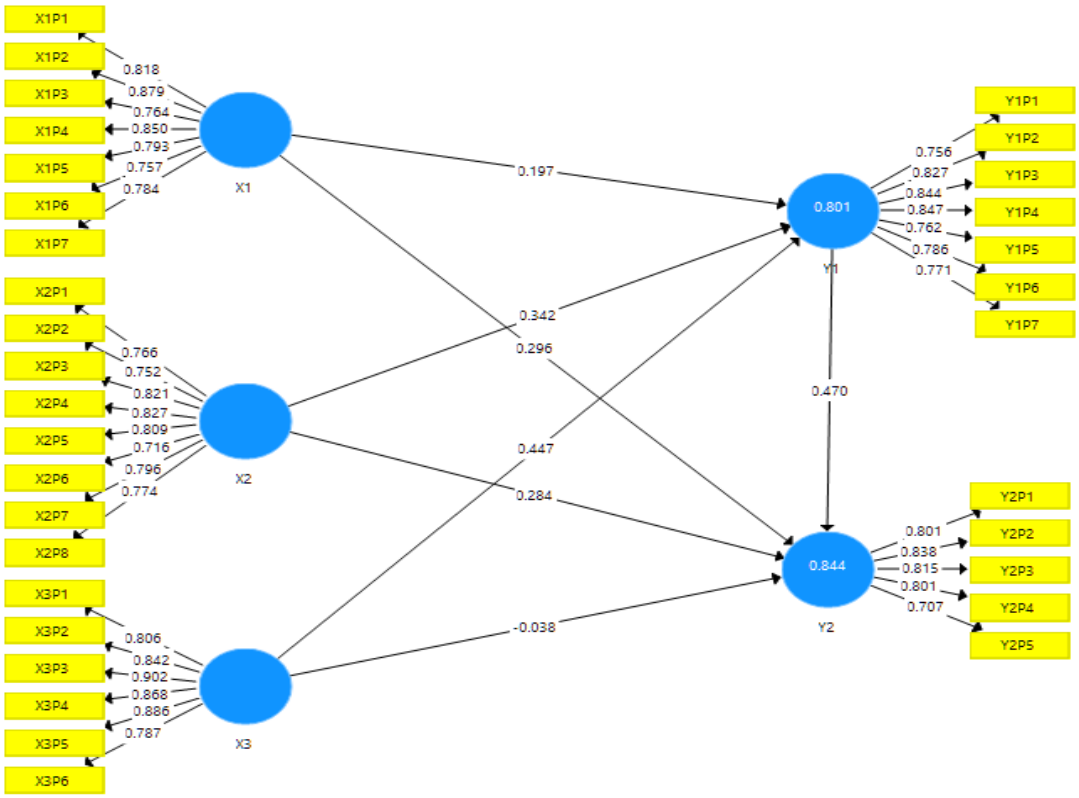

Figure 2: Outer Model

Average Variance Extraced (AVE)

Average Variance Extracted (AVE) in this study was used to determine convergent validity. If the average variance extracted (AVE) value is greater than 0.50 (AVE > 0.50), it can be said that the variables making up the variables are able to construct variables. The following is the value of variance extracted (AVE) in this study.

Table 8: Average Variance Extraced (AVE)

	Average Variance Extraced (AVE)	Ideal Limit	Information
X_1	0,652	> 0, 50	Good
X_2	0,614	> 0, 50	Good
X_3	0,722	> 0, 50	Good
Y_1	0,639	> 0, 50	Good
Y_2	0,630	> 0, 50	Good

Source: Research results, (data processed with SmartPLS 3.0)

Based on the results of the analysis presented in table 8. it can be explained that each variable has an average variance extracted (AVE) value greater than 0.50 (AVE > 0.50). Thus, it can be concluded that each construct has good convergent validity.

Discriminant Validity

Discriminant validity can be seen from the results of cross loading measurements with constructs. The model has good discriminant validity if each latent variable has a higher cross loading value than the other variable cross loading values. The following are the results of the discriminant validity test in this study.

Table 9: Cross Loading

	X1	X2	X3	Y1	Y2
X1P1	0,818	0,560	0,717	0,635	0,709
X1P2	0,879	0,523	0,671	0,632	0,747
X1P3	0,764	0,385	0,530	0,475	0,535
X1P4	0,850	0,519	0,582	0,682	0,685
X1P5	0,793	0,393	0,571	0,567	0,601
X1P6	0,757	0,500	0,481	0,559	0,621
X1P7	0,784	0,403	0,583	0,517	0,419
X2P1	0,494	0,766	0,741	0,748	0,679
X2P2	0,466	0,752	0,517	0,550	0,531
X2P3	0,449	0,821	0,542	0,557	0,618
X2P4	0,558	0,827	0,576	0,648	0,740
X2P5	0,508	0,809	0,522	0,526	0,625
X2P6	0,343	0,716	0,583	0,595	0,562
X2P7	0,398	0,796	0,682	0,673	0,636
X2P8	0,453	0,774	0,639	0,690	0,629
X3P1	0,616	0,599	0,806	0,720	0,615
X3P2	0,586	0,621	0,842	0,712	0,644
X3P3	0,630	0,722	0,902	0,735	0,687
X3P4	0,584	0,743	0,868	0,761	0,732
X3P5	0,708	0,597	0,886	0,721	0,703
X3P6	0,622	0,651	0,787	0,714	0,701
Y1P1	0,588	0,734	0,725	0,756	0,726
Y1P2	0,635	0,694	0,816	0,827	0,716
Y1P3	0,630	0,652	0,726	0,844	0,714
Y1P4	0,677	0,636	0,682	0,847	0,726
Y1P5	0,503	0,574	0,604	0,762	0,651
Y1P6	0,488	0,585	0,615	0,786	0,702
Y1P7	0,524	0,605	0,597	0,771	0,691
Y2P1	0,625	0,580	0,632	0,692	0,801
Y2P2	0,668	0,692	0,731	0,761	0,838
Y2P3	0,690	0,607	0,658	0,763	0,815
Y2P4	0,637	0,720	0,636	0,695	0,801

Y2P5	0,435	0,603	0,507	0,565	0,707

Source: Research results (data processed with SmartPLS 3.0)

Based on Table 9 it can be seen that the cross loading value for each indicator is higher than the cross loading value for the other variable indicators. This shows that the prerequisites for the discriminant validity test have been met and also shows that the indicator is able to measure the variables correctly.

Designing a Structural Model (Inner Model)

The structural model in PLS is evaluated using R^2 for the dependent variable and the path coefficient value for the independent variable which is then assessed with the level of significance. The structural model in this study can be seen in the following path diagram construction.

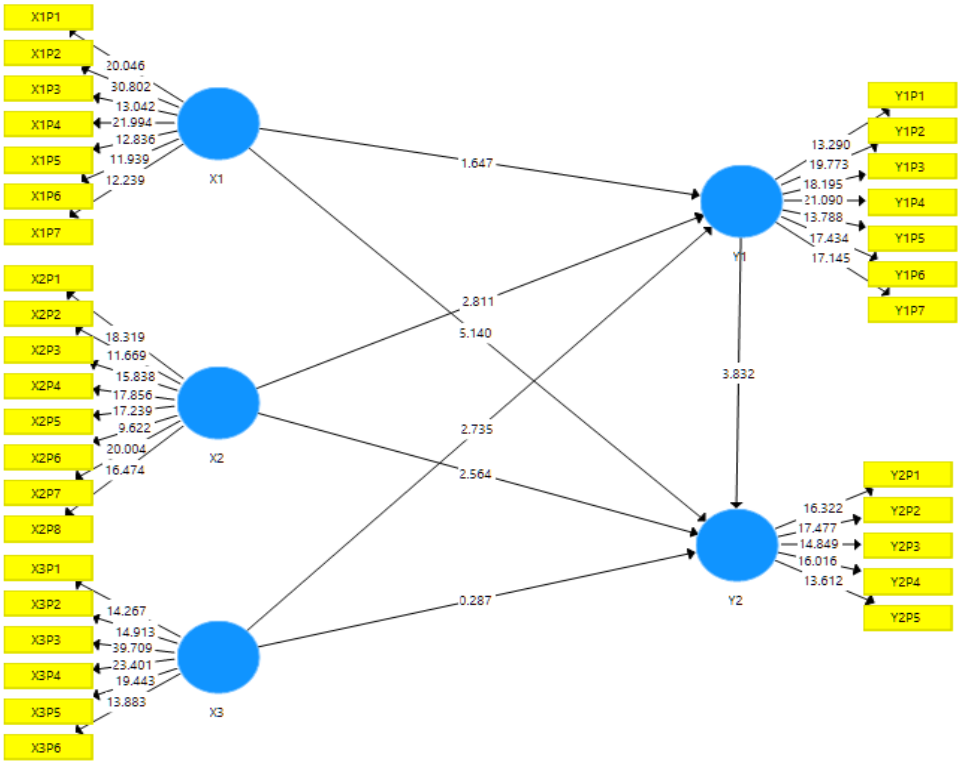

Figure 3: Inner Model

Evaluation of Goodness of Fit

The goodness of fit assessment can be known by the value of R square. A high R square value close to 1 means the more fit the model used. Based on data processing that has been carried out using the SmartPLS version 3.0 program, the R Square value is obtained as follows:

Table 10: R-Square

Variable	R Square	Adjusted R Square
Work discipline (Y_1)	0,801	0,792
Employee performance (Y_2)	0,844	0,833

Source: Research results, (data processed with SmartPLS 3.0)

Based on the results of the analysis that has been done, table 10. shows the R square value of 0.801 (Y_1) and 0.844 (Y_2). This value explains that work discipline (Y_1) is influenced by organizational culture (X_1), compensation (X_2), and motivation (X_3) by 80.1%. Meanwhile, employee performance (Y_2) is influenced by organizational culture (X_1), compensation (X_2), and motivation (X_3), as well as work discipline (Y_1) by 84.4%.

Goodness of fit assessment can also be known by the value of Q square. The value of Q square has the same meaning as the coefficient of determination (R square). The value of Q square 0 means that it has a good predictive relevance model. The results of the calculation of Q square are as follows:

Q-Square = 1 - [(1 - $R^2$1) x (1 - $R^2$2)]

= 1 - [(1 - 0,801) x (1 - 0,844)]
= 1 - [(0,199 x 0,156)]
= 1 – 0,031
= 0,969

Based on the results of the calculation of Q square, the value of Q square is 0.969. The Q square value is greater than 0 (0.969 > 0) and is close to 1 (one). Thus it can be stated that the research model has good predictive relevance.

Hypothesis testing

Direct Influence

Based on the results of hypothesis testing that has been done, the results can be used to answer the hypothesis in the study. Determination of whether the hypothesis is accepted or rejected in this study is carried out with provisions that are seen from the T-Statistic and P-Value values. The hypothesis can be declared to have a significant effect if it has a T-Statistic > 1.96 or a P-Value <0.05. The following are the results of hypothesis testing in this study.

Table 11: Direct Effect Hypothesis Test

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (| O/STDEV |)	P Values
X_1 -> Y_2	0,296	0,293	0,058	5,140	**0,000**
X_2 -> Y_2	0,284	0,298	0,111	2,564	**0,011**
X_3 -> Y_2	-0,038	-0,028	0,133	0,287	**0,775**
Y_1 -> Y_2	0,470	0,452	0,123	3,832	**0,000**

Source: Research results, (data processed with SmartPLS 3.0)

Based on Table 10 the results of hypothesis testing can be interpreted as follows:

1. **The Influence of Organizational Culture (X_1) on Employee Performance (Y_2)**
   The influence of organizational culture (X_1) on employee performance (Y_2) has a T-Statistic value of 5.140 and a significance level (P-Value) of 0.000 with a positive coefficient direction (0.296). T-Statistic value is greater than T table (5.140 > 1.96) and the significance level is smaller than alpha 0.05 (0.000 < 0.05). These results can be interpreted that organizational culture (X_1) has a positive and significant effect on employee performance (Y_2).
2. **Effect of Compensation (X_2) on Employee Performance (Y_2)**
   The effect of compensation (X_2) on employee performance (Y_2) has a T-Statistic value of 2.564 and a significance level (P-Value) of 0.011 with a positive coefficient direction (0.284). T-Statistic value is greater than T table (2.564 > 1.96) and the significance level is smaller than alpha 0.05 (0.011 < 0.05). These results can be interpreted that compensation (X_2) has a positive and significant effect on employee performance (Y_2).
3. **The Effect of Motivation (X_3) on Employee Performance (Y_2)**
   The effect of motivation (X_3) on employee performance (Y_2) has a T-Statistic value of 0.287 and a significance level (P-Value) of 0.775. The T-Statistic value is less than T table (0.287 < 1.96) and the significance level is more than alpha 0.05 (0.775 > 0.05). These results can be interpreted that motivation (X_3) has no significant effect on employee performance (Y_2).
4. **The Effect of Work Discipline ($_{Y1}$) on Employee Performance (Y_2)**
   The effect of work discipline (Y_1) on employee performance (Y_2) has a T-Statistic value of 3.832 and a significance level (P-Value) of 0.000 with a positive coefficient direction (0.470). T-Statistic value is greater than T table (3.832 > 1.96) and the significance level is smaller than alpha 0.05 (0.000 < 0.05). These results can be interpreted that work discipline (Y_1) has a positive and significant effect on employee performance (Y_2).

Indirect Influence

Determination of the acceptance or rejection of the indirect influence hypothesis in this study is carried out with provisions that are seen from the T-Statistic and P-Value values. The hypothesis can be declared to have a significant effect if it has a T-Statistic > 1.96 or a P-Value <0.05. The following are the results of the indirect effect hypothesis test in this study.

Table 12: Indirect Effect Hypothesis Test

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (| O/STDEV |)	P Values
X_1 -> Y_1 -> Y_2	0,093	0,086	0,066	1,405	**0,161**
X_2 -> Y_1 -> Y_2	0,161	0,150	0,064	2,514	**0,012**
X_3 -> Y_1 -> Y_2	0,210	0,209	0,092	2,281	**0,023**

Source: Research results, (data processed with SmartPLS 3.0)

Based on Table 12. the results of testing the indirect influence hypothesis can be interpreted as follows:

1. **The Influence of Organizational Culture (X_1) on Employee Performance (Y_2) Through Work Discipline (Y_1)**
   The influence of organizational culture (X_1) on employee performance (Y_2) through work discipline (Y_1) has a T-Statistic value of 1.405 and a significance level (P-Value) of 0.161 with a positive coefficient direction (0.093). The T-Statistic value is less than T table (1.405 < 1.96) and the significance level is more than alpha 0.05 (0.161 > 0.05). These results can be interpreted that organizational culture (X_1) through work discipline (Y_1) has no significant effect on employee performance (Y_2).

2. **The Effect of Compensation (X_2) on Employee Performance (Y_2) Through Work Discipline (Y_1)**
   The effect of compensation (X_1) on employee performance (Y_2) through work discipline (Y_1) has a T-Statistic value of 2.514 and a significance level (P-Value) of 0.012 with a positive coefficient direction (0.161). The T-Statistic value is more than T table (2.514 > 1.96) and the significance level is less than alpha 0.05 (0.012 < 0.05). These results can be interpreted that compensation (X_2) has a significant effect on employee performance (Y_2) through work discipline (Y_1).
3. **The Effect of Motivation (X_3) on Employee Performance (Y_2) Through Work Discipline (Y_1)**
   The effect of motivation (X_1) on employee performance (Y_2) through work discipline (Y_1) has a T-Statistic value of 2.281 and a significance level (P-Value) of 0.023 with a positive coefficient direction (0.210). The T-Statistic value is more than T table (2.281 > 1.96) and the significance level is less than alpha 0.05 (0.023 < 0.05). These results can be interpreted that motivation (X_3) has a significant effect on employee performance (Y_2) through work discipline (Y_1).

Discussion of Research Results

The Influence of Organizational Culture on Employee Performance

The influence of organizational culture (X_1) on employee performance (Y_2) has a T-Statistic value of 5.140 and a significance level (P-Value) of 0.000 with a positive coefficient direction (0.296). T-Statistic value is greater than T table (5.140 > 1.96) and the significance level is smaller than alpha 0.05 (0.000 < 0.05). These results can be interpreted that organizational culture (X_1) has a positive and significant effect on employee performance (Y_2).

This is in line with the opinion (Robbins & Judge, 2015) which states that a strong culture will have a great influence on the behavior of its members because the high level of togetherness and intensity creates a positive internal climate.

The organizational culture of a company is a reflection of the formation of a vision and mission to achieve company goals. Therefore, a strong organizational culture will affect employee performance. ACC's vision and mission as well as corporate values are always instilled in all ACC employees, every morning all employees read out the company's vision and mission. This discussion is in line with previous research from (Sudarso, 2019) which examined that organizational culture has a positive and significant influence on employee performance.

Effect of Compensation on Employee Performance

The effect of compensation (X_2) on employee performance (Y^2) has a T-Statistic value of 2.564 and a significance level (P-Value) of 0.011 with a positive coefficient direction (0.284). T-Statistic value is greater than T table (2.564 > 1.96) and the significance level is smaller than alpha 0.05 (0.011 < 0.05). These results can be interpreted that compensation (X_2) has a positive and significant effect on employee performance (Y_2). This is in line with the opinion (Mathis & Jackson, 2012) which explains that the compensation system in the company must be in accordance with the goals and strategies of the company and must be balanced with compensation costs at a level that ensures organizational competitiveness and provides adequate rewards for employees for their knowledge, skills, and abilities. capabilities and performance of employees.

Therefore, compensation can be said to have an important influence on employee performance at ACC companies. Employees will not work optimally and productively if they are not rewarded with appropriate rewards. The provision of incentives, bonuses, and benefits provided by the ACC company has been felt well, so that employees will be indirectly motivated to give the best for the company because the work and effort that has been done can be appreciated by the company. This opinion is also reinforced by previous research according to (Kumarayati *et al.*, 2017) which concludes that compensation has a positive and significant effect on employee performance.

The Effect of Motivation on Employee Performance

The effect of motivation (X_3) on employee performance (Y_2) has a T-Statistic value of 0.287 and a significance level (P-Value) of 0.775. The T-Statistic value is less than T table (0.287 < 1.96) and the significance level is more than alpha 0.05 (0.775 > 0.05). These results can be interpreted that motivation (X_3) has no significant effect on employee performance (Y_2).

According to (Edison *et al.*, 2016) work motivation raises the spirit of individuals to improve

their skills, even strengthen their commitment to the company, which will have an impact on increasing individual performance and company performance.

In ACC companies, motivation does not significantly affect employee performance due to frequent changes in the company's leadership that are applied periodically. The different leadership styles of each leader at the ACC company is what makes the motivation given does not have a significant effect on employee performance. This is because all employees are accustomed to focusing on achieving individual performance targets despite changes in leadership.

This result is not in line with previous research according to (Sitompul & Hamsani, 2019), in this study it was concluded that motivation has a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance

The effect of work discipline (Y_1) on employee performance (Y_2) has a T-Statistic value of 3.832 and a significance level (P-Value) of 0.000 with a positive coefficient direction (0.470). T-Statistic value is greater than T table (3.832 > 1.96) and the significance level is smaller than alpha 0.05 (0.000 < 0.05). These results can be interpreted that work discipline (Y_1) has a positive and significant effect on employee performance (Y_2). (Saydam, 2005) explains the importance of work discipline as a necessary tool in a company, because it is in a disciplined atmosphere that the company will be able to carry out its work programs to achieve the goals set.

At the ACC company, work discipline greatly affects the performance of all employees and will accelerate the realization of the company's vision and mission and the company's targets will be achieved, on the contrary if the work discipline applied by the company does not work well, it will slow down the realization of the company's vision and mission and the targets set cannot be achieved. This is in line with previous research according to (Hendawan & Pradhanawati, 2017) which concluded that work discipline has a positive and significant influence on employee performance.

The Influence of Organizational Culture on Employee Performance through Work Discipline

The influence of organizational culture (X_1) on employee performance (Y_2) through work discipline (Y_1) has a T-Statistic value of 1.405 and a significance level (P-Value) of 0.161 with a positive coefficient direction (0.093). The T-Statistic value is less than T table (1.405 < 1.96) and the significance level is more than alpha 0.05 (0.161 > 0.05). These results can be interpreted that work discipline as a mediator does not act as a mediation on the influence of organizational culture on employee performance.

The test results in this study indicate that organizational culture does not have a real role in employee performance through work discipline. This is contrary to the theory according to (Sutrisno, 2016) which explains that a good form of discipline will be reflected in the work atmosphere, a good work atmosphere and will create a good form of discipline and affect employee performance.

The Effect of Compensation on Employee Performance through Work Discipline

The effect of compensation (X_1) on employee performance (Y_2) through work discipline (Y_1) has a T-Statistic value of 2.514 and a significance level (P-Value) of 0.012 with a positive coefficient direction (0.161). The T-Statistic value is more than T table (2.514 > 1.96) and the significance level is less than alpha 0.05 (0.012 < 0.05). These results can be interpreted that work discipline as a mediator acts as a mediation on the effect of compensation on employee performance.

The results of this study are not in line with previous research according to (Andryane *et al.*, 2019) which shows that compensation indirectly has a significant influence on employee performance through work discipline.

The Effect of Motivation on Employee Performance through Work Discipline

The effect of motivation (X_1) on employee performance (Y_2) through work discipline (Y_1) has a T-Statistic value of 2.281 and a significance level (P-Value) of 0.023 with a positive coefficient direction (0.210). The T-Statistic value is more than T table (2.281 > 1.96) and the significance level is less than alpha 0.05 (0.023 < 0.05). These results can be interpreted as work discipline as a mediator acting as a mediation on the influence of motivation on employee performance. These results are in accordance with previous research according to (Hendawan & Pradhanawati, 2017) which shows that work discipline is a significant mediating variable between employee motivation and performance.

CONCLUSION

Based on the research that has been discussed, it can be concluded that:

1. Organizational culture has a positive and significant impact on the performance of employees of PT Astra Credit Company Samarinda branch.
2. Compensation has a positive and significant effect on the performance of employees of PT Astra Credit Company Samarinda branch.

3. Motivation has no positive and significant effect on employee performance at PT Astra Credit Company Samarinda branch.
4. Work discipline has a positive and significant effect on employee performance at PT Astra Credit Company Samarinda branch.
5. Work discipline as a mediator does not play a positive and significant role as a mediation on the influence of organizational culture on the performance of employees of PT Astra Credit Company Samarinda branch.
6. Work discipline as a mediator plays a positive and significant role as a mediation on the effect of compensation on the performance of employees of PT Astra Credit Company Samarinda branch.
7. Work discipline as a mediator acts as a mediator on the influence of motivation on the performance of employees of PT Astra Credit Company Samarinda branch.

Based on the conclusions obtained, the researcher gives some suggestions to the company as follows:

1. ACC Company always maintains harmony and communication among employees in all existing departments. In addition, the company continues to uphold and always implement the company's values, so that there is better communication and cooperation between employees and departments.
2. Changes in leadership periodically become one of the things that make motivation not affect employee performance. This makes employees must always adapt to the motivation given by changing leaders. It is better for ACC companies to do something like awarding the best employee of the month title to inter-departmental employees, which is a tradition every month on an ongoing basis, even though there is a change of leader.
3. The company can maintain discipline in the hours of entry and exit from work, the time of completion of work, as well as compliance with work regulations made by the company. If employees take indiscipline actions, the company can impose penalties and the company can also give rewards to the most disciplined employees every month, so that they become a booster for improving the performance of other employees.

REFERENCE

- Edison, E., Anwar, Y., & Komariyah, I. (2016). Manajemen Sumber Daya Manusia. Bandung: Alfabeta.
- Soewito, D. S. M. (2020). Manajemen Sumber Daya Manusia dan Aplikasinya dalam Penelitian Ilmiah. Samarinda: RV Pustaka Horizon, ISBN 978-623-6805-10-7.
- Mathis, R. L., & Jackson, J. H. (2012). Human Resource Management (edisi 10). Jakarta : Salemba Empat.
- Robbins, S. P., & Judge. (2015). Perilaku Organisasi Edisi 16. Jakarta: Salemba Empat.
- Lateiner, A. R. (2002). Teknik Memimpin Pegawai Dan Pekerja Terjemahan Imam Soedjono, Jakarta: Aksara Baru.
- Kumarawati, N. M. R., Suparta, G., & Yasa, P. N. S. (2017). Pengaruh Motivasi Terhadap Disiplin dan Kinerja Pegawai Pada Sekretariat Daerah Kota Denpasar. *Jurnal Ekonomi & Bisnis JAGADITHA*, *4*(2), 63-75.
- Hendrawan, A., & Pradhanawati, A. (2017). Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Melalui Disiplin Kerja Sebagai Variabel Intervening. *Jurnal Ilmu Administrasi Bisnis*, 6(1), 357–367.
- Simamora, H (2015). Manajemen Sumber Daya Manusia. Yogyakarta: STIEY.
- Gibson. (2013). Manajemen Sumber Daya Manusia, Edisi Keempat. Jakarta: Erlangga.
- Hadiwiryo, B. S. (2002). Manajemen Tenaga Kerja Indonesia. Jakarta: Bumi Aksara.
- Robbins, S. P. (2012). Perilaku Organisasi. Jakarta: Salemba Empat.
- Ghozali, I., & Latan, H. (2014). Partial Least Squares konsep, metode dan aplikasi Menggunakan Program Wrap PLS 4.0. Semarang: Undip.
- Sarwono, J., & Narimawati, U. (2015). Membuat Skripsi, Tesis, dan Disertasi Partial Least Square SEM (PLS-SEM) (A. Prabawati, ed.). Yogyakarta: Andi.
- EQ Zainal, M., & Wijaya, T. (2016). Panduan Teknik Statistik SEM & PLS dengan SPSS AMOS. Yogyakarta: Cahaya Atma Pustaka.
- Sudarso, E. (2019). Pengaruh Budaya Organisasi, Kompensasi, Dan Motivasi Terhadap Kinerja Karyawan Pt Multi Bintang Indonesia. *JURNAL MADANI: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 2(1), 37.
- Sitompul, E. R. (2019). Pengaruh Gaya Kepemimpinan Budaya Kerja Motivasi Terhadap Disiplin Kerja Serta Dampaknya Terhadap Kemampuan Kerja Pegawai Dan Kinerja Di Puskesmas Se-Kota Pangkalpinang. *JWM (Jurnal Wawasan Manajemen)*, 7(3).
- Saydam, G. (2005). Manajemen Sumber Daya Manusia: Suatu Pendekatan Mikro. Jakarta: Djambaran.
- Sutrisno, E. (2016). Manajemen Sumber Daya Manusia. Jakarta: Kencana Prenada Media Group.
- Andryane, R. (2019). Pengaruh Kompensasi terhadap Kinerja Karyawab melalui Disiplin Kerja sebagai Variabel Intevening: Studi kasus pada karyawan PT Telekomunikasi Indonesia TBK Witel Kediri. *Jurnal Sosial Ekonomi dan*

Humaniora, (2), 216-225. ISSN 2461-06666, 2461- 0720.