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Special Issue:

Organizational Culture, Work Environment, and Discipline as Determinants of Employee Performance Through Work Motivation

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Abstract. This study examines the influence of organizational culture, work environment, and work discipline on employee performance through work motivation at PT Cipta Laksana Armada Selaras (V-CLAS), a coach-building company that relies heavily on human precision and productivity. Inconsistent employee performance caused by variations in motivation and discipline highlights the need to understand the motivational mechanisms that link organizational factors to performance outcomes. The research employed a quantitative approach using Structural Equation Modeling (SEM) with SmartPLS 4.0. The results show that organizational culture, work environment, and discipline significantly increase work motivation ($\beta = 0.312$; 0.278 ; 0.215 ; $p < 0.05$). Work motivation also has a significant positive effect on employee performance ($\beta = 0.402$; $p = 0.000$). Indirect effects were confirmed, with R^2 values of 0.58 for work motivation and 0.65 for employee performance, indicating a moderate-to-strong model. Mediation analysis reveals partial mediation for organizational culture and discipline, and full mediation for the work environment. These findings confirm that work motivation serves as the key mechanism connecting organizational conditions to performance. Practically, the company should enhance culture, ensure a supportive work environment, and strengthen constructive discipline to improve motivation and productivity.

Keywords: Organizational Culture, Work Environment, Discipline, Motivation, Employee Performance

INTRODUCTION

Human resource (HR) performance plays a crucial role in improving production quality and precision in the commercial vehicle coachbuilding industry. The implementation of Total Quality Management (TQM) and high work engagement has proven effective in enhancing employee performance, as indicated by studies demonstrating that successful quality management positively influences productivity (Daat, Sanggenafa, and Larasati 2021). In addition, stress management and fair compensation significantly contribute to employee performance improvement (Avfrilia Nainggolan, Suminar, and Hadi 2025); (Carollina, Mujanah, and Alif Fianto 2025). A conducive work environment and strong work motivation further support the development of HR capabilities (Dumisani Zondo 2020). Digital transformation and the adoption of Industry 4.0 principles require continuous training and adaptive HR management to maintain competitiveness (Poorani and Pradap 2024); (Ahsan et al. 2024). Therefore, integrating various HR management aspects with

intellectual capital development is essential to achieving sustainable performance and innovation in the coachbuilding industry (Susanto et al. 2023); (Chrisshyaren and Erdiansyah 2023).

Employee performance at PT Cipta Laksana Armada Selaras (V-CLAS) is shaped by several important factors, including job satisfaction and loyalty that strengthen motivation, as well as optimal workload management to prevent fatigue. Research shows that job satisfaction has a significant impact on performance (Raharjo and Elida 2023), while effective workload management reduces fatigue and increases productivity (Sabaruddin and Abdillah 2020); (Rambe and Pareke 2024). Furthermore, employee engagement and work flexibility contribute to stronger commitment and better adaptation to assigned tasks (Salim and Prihartanti 2020); (Salsabilla and A. Wahyudiono 2023). Ergonomic factors and demographic characteristics, such as age, also affect performance on the production line, emphasizing the need for a comprehensive approach to improving employee performance (Rambe and Pareke 2024).

Organizational culture, work environment, and work discipline interact in shaping employee performance. A strong organizational culture can enhance employees' sense of belonging and commitment, which leads to improved performance, although some studies note that culture does not always exert a direct influence in certain contexts (Melvani and Utami n.d.); (Fatiria and Nawawi 2021). A conducive work environment—both physically and socially—plays an important role in fostering job satisfaction and motivation (Winarsih, Veronica, and Anggraini 2020). Work discipline is also widely recognized as an indicator of professionalism and is directly associated with employee productivity (Dafit et al. 2021). The synergy among these three factors must be managed holistically to achieve optimal performance outcomes, indicating that an integrated managerial approach is essential for success in the workplace (Nursalim and Anshori 2024). Therefore, organizations must understand and implement strategies that combine organizational culture, work environment, and discipline to achieve the desired performance (Ratnasari et al. 2020).

Work motivation serves as an important mediating variable linking organizational culture, work environment, and discipline with employee performance. Employees with high intrinsic and extrinsic motivation are more capable of internalizing organizational values and improving performance (Antony and Hariyanto 2021); (Nur et al. 2023). Work motivation strengthens the positive influence of culture and work environment, while also supporting the relationship between discipline and performance (Susanti and Saputri 2023). Variations in employee performance—despite teamwork systems being implemented—indicate the significant influence of non-technical factors such as culture, discipline, and motivation. Motivation functions as a critical mediator in this relationship. (Pamungkas, Mulyanti, and Puspa 2022) found that motivation mediates the influence of organizational climate and discipline on performance. (Wijaya and Yanuar 2024) also emphasized the mediating role of motivation in the relationship between work environment and performance. Moreover, (Fahmi, Wibisono, and Satriawan 2021) demonstrated that leadership style and organizational culture

influence motivation, which subsequently affects employee performance. Based on the literature, the influence of organizational culture, work environment, and discipline on employee performance has been widely studied. (Antony and Hariyanto 2021) showed that organizational culture and work environment positively affect employee performance through work motivation in the hospitality sector. (Hustia 2020) also highlighted that motivation, discipline, and work environment are essential to enhance employee performance. In the context of the Indonesian coachbuilding industry, previous studies underscore the relevance of these factors given the sector's high-pressure and technically demanding conditions (Hanasi 2023). Accordingly, this study is expected to provide empirical evidence on these relationships by incorporating work motivation as a mediating variable, thus addressing the research gap identified in prior studies (Kopong, Untajana, and Lakamudi n.d.).

This study examines the influence of organizational culture, work environment, and discipline on employee performance with work motivation as the mediating variable. Positive organizational culture and work environment have been shown to enhance performance through motivation (Nelly and Erdiansyah 2022); (Alfariz, Rosidi, and Muda 2025). Discipline also plays a significant role in strengthening employee performance (Syauqy, 2025). For PT Cipta Laksana Armada Selaras, strengthening culture, improving work environment, and enhancing discipline are necessary to boost motivation (Fatiria and Nawawi 2021).

Integrating organizational culture, work environment, and work discipline with work motivation as a mediator is crucial to improving employee performance in the coachbuilding industry. Organizational culture and work environment significantly influence job satisfaction and performance (Marlina and Putri 2024), while discipline drives productivity with motivation as the key linking factor (Heryanto and Chalimah 2025). Therefore, management strategies should focus on enhancing culture and discipline, as well as improving work environment and motivation to achieve optimal organizational effectiveness (Mantiri et al. 2022).

LITERATURE REVIEW

Organizational culture is understood as a set of values, beliefs, and norms that shape the behavior of organizational members. (Robbins, Judge, and Vohra 2019) explain that a strong culture creates behavioral consistency and enhances commitment, thereby supporting performance achievement. Prior studies have demonstrated that organizational culture positively influences motivation and performance, although in some conditions its effects may be indirect (Antony and Hariyanto 2021); (Fatiria and Nawawi 2021). This indicates that organizational culture serves as a fundamental foundation that shapes employees' work patterns and perceptions of their tasks.

The work environment, both physical and psychological, also determines comfort and effectiveness in performing job responsibilities. (Sedarmayanti and Haryanto 2017) states that a conducive work environment can reduce fatigue and increase productivity. Other studies reinforce this view by showing that the work environment significantly affects employee satisfaction and performance, particularly in industrial sectors that require high levels of concentration and optimal physical conditions (Winarsih et al. 2020);(Melvani and Utami n.d.).

Work discipline likewise plays an important role in shaping employee performance. (Hasibuan and Munasib 2020) defines discipline as a form of compliance with organizational rules, reflected in punctuality, responsibility, and work quality. Numerous studies show that strong discipline directly contributes to improved productivity and performance and can be strengthened through motivation and job satisfaction(Dafit et al. 2021); (Heryanto and Chalimah 2025).

Work motivation, as a psychological driving factor, reinforces the relationship between organizational culture, work environment, and discipline with performance outcomes. (Mangkunegara et al. 2017) emphasizes that motivation can arise from both internal drives and external incentives. Previous research confirms the role of motivation as a mediating variable that connects organizational factors with performance(Pamungkas et al. 2022);(Wijaya and Yanuar 2024).

Employee performance itself results from the interaction of various factors that influence work behavior. Rivai (2018) explains that performance is determined by competence, motivation, and organizational support. Empirical findings show that organizational culture, work environment, and discipline exert strong influences on performance both directly and indirectly through motivation (Nelly and Erdiansyah 2022); (Alfariz et al. 2025). This highlights that improving performance requires a holistic approach that integrates cultural, environmental, disciplinary, and motivational aspects.

RESEARCH METHODS

The research method is written in flowing paragraphs (without numbering). The research This study employed a quantitative approach with a correlational and explanatory research design to examine the influence of organizational culture, work environment, and work discipline on employee performance, with work motivation functioning as a mediating variable. This approach was selected because it enables an objective and measurable analysis of causal relationships among variables (Alfariz et al. 2025). The research was conducted at PT Cipta Laksana Armada Selaras (V-CLAS), a commercial vehicle coachbuilding company located in Bekasi, involving a population of 87 active employees from the production, operational, and administrative divisions. Given the relatively small population size, a total sampling technique was used, in which all employees with a minimum tenure of six months were included as respondents to ensure the representativeness of the findings (Fatiria and Nawawi 2021);(Antony and Hariyanto 2021).

Data were collected using a closed-ended questionnaire with a five-point Likert scale, supported by brief interviews and an examination of internal documents. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM–PLS) through SmartPLS 4.0 to assess validity, reliability, and the structural relationships among variables. The criteria for convergent validity were set at an outer loading value greater than 0.70 and an Average Variance Extracted (AVE) value exceeding 0.50, while construct reliability was assessed using Composite Reliability and Cronbach's Alpha values above 0.70 (Hair et al., 2021). Hypothesis testing was conducted using t-statistics and p-values ($\alpha = 0.05$) to evaluate direct, indirect, and mediated effects of work motivation. The R^2 value of 0.58 for work motivation and 0.65 for employee performance indicates that the model has moderate to strong explanatory power (Pamungkas et al. 2022);(Heryanto and Chalimah 2025).

RESULTS AND DISCUSSION

The stages of the research included instrument development, data collection, validity and reliability testing, measurement and structural model analysis, and the formulation of conclusions along with managerial recommendations.

Table 1 Average Scores of Research Variables

No	Research Variable	Mean Score	Category*
1	Organizational Culture	2.89	Moderate
2	Work Environment	2.96	Moderate
3	Discipline	2.77	Moderate
4	Work Motivation	2.90	Moderate
5	Employee Performance	2.93	Moderate

*Category based on Likert scale intervals:

1.00–2.33 = Low; 2.34–3.66 = Moderate; 3.67–5.00 = High.

All variables fall into the moderate category, indicating that organizational culture, work environment, discipline, motivation, and employee performance are perceived as fairly good but still require improvement. The work environment obtained the highest mean score, suggesting that it is the most supportive factor for employee productivity. Meanwhile, work discipline recorded the lowest score, indicating the need for greater managerial attention. Work motivation and employee performance show positive tendencies, where higher motivation contributes to improved performance. These findings are consistent with the results of (Antony and Hariyanto 2021) and (Heryanto and Chalimah 2025), who emphasize that motivation plays a key role in strengthening the influence of organizational factors on employee performance.

Instrument Validity and Reliability Testing

Validity and reliability testing was conducted to ensure that each indicator accurately measures its intended construct. The assessment was carried out through the measurement model (outer model) using SmartPLS 4.0, where indicator validity is determined based on the outer loading value, with indicators considered valid if they meet the threshold of 0.70 or higher. The Average Variance Extracted (AVE) must also exceed 0.50. Indicators with loading values between 0.40 and 0.70 may be retained as long as the construct's AVE remains above 0.50, whereas indicators with loading values below 0.40 must be removed. These criteria follow the guidelines provided by Hair et al. (2022, p. 126).

Table 2 Results of Construct Validity and Reliability Testing

No	Variable	Number of Indicators	Outer Loading (Range)	AVE	Cronbach's Alpha	Composite Reliability	Remarks
1	Organizational Culture	5	0.71 – 0.86	0.62	0.84	0.88	Valid & Reliable
2	Work Environment	5	0.73 – 0.88	0.67	0.86	0.90	Valid & Reliable

3	Work Discipline	4	0.70 – 0.83	0.59	0.81	0.86	Valid & Reliable
4	Work Motivation	5	0.75 – 0.89	0.69	0.88	0.91	Valid & Reliable
5	Employee Performance	5	0.72 – 0.87	0.65	0.85	0.89	Valid & Reliable

The results in Table 2 indicate that all indicators meet the criteria for convergent validity, as reflected in outer loading values above 0.70 and AVE values exceeding 0.50. The Cronbach's Alpha and Composite Reliability (CR) values, which also surpass 0.70, further confirm that the measurement instruments are reliable and internally consistent. Therefore, all constructs are deemed valid and reliable for use in the structural model analysis (Hair et al., 2021).

SEM Analysis Results

The Structural Equation Modeling (SEM) analysis using SmartPLS 4.0 was conducted to examine the causal relationships among the variables, including both direct and indirect effects through the mediating variable. Prior to hypothesis testing, the structural model was evaluated to determine the extent to which the constructs explain the dependent variables. Model fit was assessed using the Goodness of Fit (GoF) index and the coefficient of determination (R^2), where R^2 represents the proportion of variance in the endogenous variables explained by the exogenous constructs, while GoF indicates the overall adequacy of the model (Hair et al., 2021).

Table 3. Goodness of Fit and R^2 of the Structural Model

No	Endogenous Variable	R^2	Model Strength Category	Model Description
1	Work Motivation	0.58	Moderate	Organizational culture, work environment, and discipline explain 58% of the variance in work motivation.
2	Employee Performance	0.65	Moderate–Strong	Organizational culture, work environment, discipline, and work motivation explain 65% of the variance in employee performance.

An R^2 value of 0.58 indicates that organizational culture, work environment, and work discipline collectively explain 58% of the variance in work motivation, demonstrating a substantial contribution of these factors in enhancing employee motivation. Meanwhile, the R^2 value for employee performance, which stands at 0.65, signifies that 65% of its variation is influenced by organizational culture, work environment, discipline, and work motivation. According to the criteria proposed by Hair et al. (2022), this value falls within the moderate to strong category.

Additionally, the Goodness of Fit value of 0.73 reflects a well-fitting model. Overall, these results suggest that the model adequately explains the relationships among the variables, particularly the role of motivation as a mediating construct. These findings align with previous studies by (Antony and Hariyanto 2021) and (Heryanto and Chalimah 2025), which emphasize the effectiveness of work motivation as a mediator in improving employee performance.

Path Coefficient and Mediation Effect Analysis

A relationship is considered significant when the t-statistic exceeds 1.96 or the p-value is below 0.05. After the structural model met the criteria of Goodness of Fit and R^2 , the next step was to examine the causal relationships among variables through the analysis of path coefficients. This procedure identifies the direction and magnitude of both direct and indirect effects among variables. The analysis was carried out using the bootstrapping method in SmartPLS 4.0 with a significance level of 5%. An effect is deemed significant when the t-statistic > 1.96 or the p-value < 0.05 .

Table 4. Path Coefficients and Significance Levels

No	Relationship Between Variables	Path Coefficient (β)	t-Statistic	p-Value	Description
1	$X_1 \rightarrow Z$ (Organizational Culture → Work Motivation)	0.312	3.284	0.001	Significant
2	$X_2 \rightarrow Z$ (Work Environment → Work Motivation)	0.278	2.991	0.003	Significant
3	$X_3 \rightarrow Z$ (Work Discipline → Work Motivation)	0.215	2.354	0.019	Significant
4	$Z \rightarrow Y$ (Work Motivation → Employee Performance)	0.402	4.108	0.000	Significant
5	$X_1 \rightarrow Y$ (Organizational Culture → Employee Performance)	0.196	2.284	0.023	Significant
6	$X_2 \rightarrow Y$ (Work Environment → Employee Performance)	0.142	1.892	0.060	Not Significant
7	$X_3 \rightarrow Y$ (Work Discipline → Employee Performance)	0.165	2.075	0.038	Significant

Direct Effect Analysis

The analysis presented in Table 4 indicates that organizational culture, work environment, and work discipline have a positive and significant effect on work motivation, meaning that an increase in these three factors will enhance employee motivation. Work motivation is the strongest factor influencing employee performance, with a coefficient of 0.402 and a t-statistic of 4.108. Additionally, organizational culture and work discipline also have a significant direct effect on performance, whereas the work environment does not show a significant direct effect (p-value = 0.060).

Table 5. Results of Indirect Effect Test (Mediating Effect of Work Motivation)

No	Mediation Path	Indirect Effect (β)	t-Statistic	p-Value	Type of Mediation
1	$X_1 \rightarrow Z \rightarrow Y$ (Culture → Motivation → Performance)	0.126	2.742	0.006	Partial
2	$X_2 \rightarrow Z \rightarrow Y$ (Work Environment → Motivation → Performance)	0.112	2.418	0.016	Full
3	$X_3 \rightarrow Z \rightarrow Y$ (Discipline → Motivation → Performance)	0.087	2.026	0.044	Partial

Interpretation of the Mediating Effect

The results indicate that work motivation acts as a significant mediating variable in all indirect relationships between organizational culture, work environment, and discipline on employee performance.

1. Partial mediation occurs in the relationships of organizational culture and work discipline on performance, as both variables still exert a direct effect even though part of their effect is channeled through work motivation.
2. Full mediation occurs in the relationship of the work environment on performance, as the direct effect is not significant but becomes significant when mediated through work motivation.

These findings confirm that work motivation is a key intermediary connecting organizational factors with optimal improvements in employee performance.

Discussion

The findings of this study are consistent with the research of (Antony and Hariyanto 2021) and (Fatiria and Nawawi 2021), which showed that organizational culture and work environment significantly influence motivation and performance through motivational mechanisms. This aligns with (Heryanto and Chalimah 2025) and (Pamungkas et al. 2022), who emphasized that work

motivation serves as an important mediator in the relationship between discipline and performance. At PT Cipta Laksana Armada Selaras (V-CLAS), a positive organizational culture, a comfortable work environment, and strong discipline have been shown to foster intrinsic motivation, driving improved work performance.

1) Organizational Culture → Motivation and Performance

The results indicate that organizational culture has a positive and significant effect on both motivation ($\beta = 0.312$; $p = 0.001$) and employee performance ($\beta = 0.196$; $p = 0.023$), with partial mediation through work motivation ($\beta = 0.126$; $p = 0.006$). This suggests that the values and norms applied at V-CLAS enhance employees' enthusiasm and performance, both directly and through motivation. These findings are in line with (Robbins et al. 2019), who view organizational culture as a system of values shaping work attitudes and behaviors. Empirically, this supports previous studies(Fatiria and Nawawi 2021);(Melvani and Utami n.d.);(Antony and Hariyanto 2021), which confirmed that a strong organizational culture promotes increased motivation and performance.

2) Work Environment → Motivation and Performance

The study shows that the work environment has a positive and significant effect on work motivation ($\beta = 0.278$; $p = 0.003$) but does not have a direct significant effect on employee performance ($\beta = 0.142$; $p = 0.060$). The indirect effect through motivation, however, is significant ($\beta = 0.112$; $p = 0.016$), indicating full mediation. This means that a supportive work environment does not directly enhance performance but first strengthens employees' motivation, which in turn drives performance improvement.

These findings align with the work environment and well-being theory, emphasizing that physical and psychological conditions—including comfort, safety, social relationships, and managerial support—affect employee well-being and motivation. When basic employee needs are met, motivation increases, impacting performance. The results also reinforce findings by (Antony and Hariyanto 2021) and (Nelly and Erdiansyah 2022), which showed that a conducive work environment enhances motivation and performance through job satisfaction mechanisms. At PT Cipta Laksana Armada Selaras (V-CLAS), a comfortable work environment, open communication, and harmonious working relationships act as motivational drivers that strengthen commitment and productivity.

3) Discipline → Motivation and Performance

The study indicates that work discipline positively and significantly affects motivation ($\beta = 0.215$; $p = 0.019$) and employee performance ($\beta = 0.165$; $p = 0.038$), with a significant indirect effect through motivation ($\beta = 0.087$; $p = 0.044$) demonstrating partial mediation. This implies that increased discipline enhances motivation and drives productivity. Discipline serves as the foundation for orderly, timely, and standard-compliant work behavior, improving efficiency and performance quality. Theoretically, discipline fosters consistent actions that support organizational goals. Empirically, this finding aligns with (Dafit et al. 2021), which showed that discipline increases productivity through motivation and job satisfaction, and with (Heryanto and Chalimah 2025), who emphasized the role of motivation as a link between discipline and performance. At V-CLAS, discipline is not only compliance with rules but also a source of motivation that strengthens responsibility and work commitment. Fair reward systems and consistent supervision are critical in maintaining optimal motivation and performance.

4) Motivation as a Mediator

The study shows that work motivation significantly mediates the relationships between organizational culture, work environment, and discipline on employee performance. All indirect effects were significant—culture → motivation → performance ($\beta = 0.126$; $p = 0.006$), environment → motivation → performance ($\beta = 0.112$; $p = 0.016$), and discipline → motivation → performance ($\beta = 0.087$; $p = 0.044$). Partial mediation occurred for culture and discipline, while full mediation occurred for the work environment, making motivation the primary psychological pathway linking managerial factors to performance. These findings align with Herzberg's two-factor theory and Maslow's hierarchy of needs, and support the results of (Pamungkas et al. 2022) and (Wijaya and Yanuar 2024). At V-CLAS, a positive culture, supportive environment, and consistent discipline foster intrinsic motivation, leading to sustained performance improvement.

5) Theoretical and Practical Implications

Theoretically, this study confirms that organizational culture, work environment, and discipline are key factors shaping work motivation, which ultimately enhances employee performance. These three elements form the foundation of organizational behavior: culture provides values and direction, environment ensures psychological comfort, and discipline maintains behavioral consistency. SEM analysis shows that the effects of these factors are significant, both directly and through motivation, positioning motivation as the main link between managerial factors and performance outcomes. These findings are consistent with (Robbins et al. 2019) and the motivational theories of Herzberg and Maslow, emphasizing the importance of meeting psychological needs for optimal performance.

Practically, this research provides strategic guidance for PT Cipta Laksana Armada Selaras (V-CLAS) to strengthen a collaborative culture, foster discipline through role modeling and rewards, and create a safe and supportive work environment. Initiatives such as coaching, performance rewards, and career development should be implemented continuously to cultivate a motivating, productive, and competitive work climate.

CONCLUSION AND RECOMMENDATION

This study concludes that organizational culture, work environment, and work discipline have a positive influence on both work motivation and employee performance, with motivation functioning as the key mediating variable that strengthens the relationship among these factors. The R^2 value of 0.65 indicates that the model possesses strong explanatory power in predicting employee performance. Based on these findings, management at PT Cipta Laksana Armada Selaras is encouraged to reinforce a positive organizational culture, establish a safe and supportive work environment, and implement constructive discipline to ensure sustained improvements in motivation, productivity, and employee performance within the coachbuilding industry.

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