

# **The Influence of Organizational Culture, Work Environment and Supervision on Employee Work Discipline with Work Motivation as a Mediating Variable at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office**

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**ABSTRACT:** *This study aims to analyze the effect of organizational culture, work environment, and supervision on employee work discipline with work motivation as a mediating variable at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. The population of this study was all employees, with a total sample of 104 employees. The data analysis method uses the Structural Equation Model-Partial Least Square (SEM-PLS). The results of the study found that organizational culture has a positive and significant effect on work motivation. Organizational culture has a positive and significant effect on work discipline. The work environment has a positive and significant effect on work motivation. The work environment has no positive and insignificant effect on work discipline. Supervision has a positive and significant effect on work motivation. Supervision has a positive and significant effect on work discipline. Work motivation has a positive and significant effect on work discipline. Organizational culture positively and significantly affects work discipline and is mediated by work motivation. The work environment positively and significantly affects work discipline and is mediated by work motivation. Supervision has no positive and insignificant effect on work discipline which is mediated by work motivation.*

**KEYWORDS** -Organizational Culture, Work Environment, Supervision, Work Motivation, Work Discipline

## **I. INTRODUCTION**

The success of achieving organizational goals is determined by the quality of the people working in the company and one of the personality values that supports the quality of Human Resources (HR) is the discipline of the people in the organization. Discipline shows the condition or attitude that exists in employees to respect and comply with the rules that exist in the company. Employee discipline in human resource management stems from the view that no one is perfect, apart from mistakes and mistakes. Therefore every organization needs to have various binding rules that must be obeyed by its employees so they can work cooperatively to improve their performance. Every company is required to have employees with high discipline in carrying out their work to support the achievement of company goals, including companies engaged in the banking industry. PT Bank Rakyat Indonesia (Persero) Tbk, which is a part of the banking industry in Indonesia and plays an important role in supporting national economic growth, also needs to be supported by employees with a high level of discipline.

The author conducted an analysis of the causes of low employee work discipline at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office by conducting a series of pre-surveys and distributing questionnaires containing statements related to factors affecting work discipline to 30 employees of PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. This aims to strengthen research data from the phenomena that occur at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office on work discipline. After analyzing the causes of low employee discipline at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office by conducting a series of pre-surveys it was found that the factors that influence employee work discipline are work motivation, organizational culture, work environment and supervision.

In addition to the description above, there are several differences in the results of previous research (research gaps) related to the factors that affect employee work discipline. The results of research conducted by Yessy Yovina Vanesa, Rahim Matondang, Isfenti Sadalia & Muhamad Toyib Daulay (2019) stated that organizational culture factors, work environment and work motivation have a positive influence on employee work discipline. Furthermore, Darmanah (2020) in his research stated that supervision has a strong effect on increasing employee work discipline. In contrast to the results of the research above, where according to the

results of Nurul Hasanah's research, (2018) leadership style has a positive effect on employee work discipline while work motivation has no effect on work discipline. Dori Mittra Candana, Ramdani Bayu Putra & Ronni Andri Wijaya (2020) in their research results stated that the work environment has no positive effect on employee work discipline.

Based on the results of the pre-survey and studies of some of the research gap literature above, the authors are interested in conducting research with the title "The Influence of Organizational Culture, Work Environment and Supervision on Employee Work Discipline with Work Motivation as a Mediating Variable at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office".

## **II. LITERATURE REVIEW**

### **Work Discipline**

According to Veitzal Rivai Zainal et al (2014), work discipline is a rule used by a manager to communicate with employees so that they are willing to change their behavior and willingness and increase their awareness to comply with all the rules and norms that apply in the company. According to Lijan Poltak Sinambela (2016), work discipline is a person's ability to regularly, diligently continuously, and be able to work in accordance with applicable rules and not violate the agreed regulations. Agustini (2019) defines work discipline as willingness and obedience to behave in accordance with existing regulations in the agency concerned. The dimensions of employee work discipline according to Rivai in Firda (2015) are Presence, obedience to work regulations, adherence to work standards, high level of alertness, and ethical work.

### **Work motivation**

According to Uhing (2019) is a condition or energy that drives employees who are directed or focused on achieving the company's organizational goals. Hafidzi et al (2019) stated that motivation is the provision of the driving force that creates enthusiasm for one's work so that they are able to work together, work effectively, and with integrity with all their efforts to achieve satisfaction. Motivation is something that is the main thing that encourages someone to work. Work motivation, according to McClelland, translated by Suwanto (2020), is a set of strengths both from within and from outside a person that encourages someone to start working behavior according to a certain format, direction, intensity, and period of time. The dimensions of work motivation according to McClelland in Hasibuan (2015), namely: Need for Achievement, the Need for Affiliation, and the Need for Power.

### **Organizational culture**

According to Edgar in Taryaman (2016), organizational culture is a pattern of basic assumptions found or developed by a group of people when they learn to solve problems, adapt to the external environment, and integrate with the internal environment. These basic assumptions have been proven to be applied properly to solve a problem they face and are considered valid. Therefore, it is taught to new members as the right way to understand, think, and have a strong understanding in relation to these issues. According to Wahab in Tobari (2016) says that organizational culture is a system of values, beliefs, and habits within an organization that interacts with the structure of the formal system to produce norms of organizational behavior. According to Fahmi (2017), organizational culture is the result of the process of fusing the cultural and behavioral styles of each individual that was previously brought into a new norm and philosophy and has energy and group pride in dealing with something and certain goals. The dimensions of organizational culture according to Edison (2016), namely: Self-Awareness, Aggressiveness, Personality, Performance, and Team Orientation.

### **Work environment**

According to Sri Widodo (2015), The work environment is an environment where employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out these tasks. According to Afandi (2016), the work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. According to Nitisemito in Faida (2019), the work environment is something that is around workers and that influences them in carrying out the tasks assigned to them. The dimensions of the work environment according to Siagian (2014), namely: physical work environment and non-physical environment.

### **Supervision**

According to Kadarisman (2013) that supervision as a management function is an uninterrupted process to ensure that the implementation of tasks, functions, and authorities does not deviate from the rules that have been set in order to achieve organizational goals. According to Fahmi in Erlis Milta et al (2015), supervision can be defined as a way for an organization to realize effective and efficient performance and further support the realization of the vision and mission of the organization. Daulay (2017) adds that supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. The dimensions of supervision according to Robbins and Coulter in Satriadi (2016), namely: Setting standards, Measurement, Comparing, and Taking action.

### III. HYPOTHESIS DEVELOPMENT

#### **The Influence of Organizational Culture on Work Motivation**

Organizational culture is an important part that is inseparable from the running of an organization. Organizational culture is the result of the process of melting the cultural and behavioral styles of each individual that was brought before into a new philosophy and norms and has energy and group pride in dealing with something and certain goals (Fahmi, 2017). The existence of a good organizational culture implemented well by employees in the organization so that it becomes a pattern of behavior in carrying out work will increase the work motivation of its employees. Because the existence of a good organizational culture in an organization will be an encouragement or motivation for employees both in terms of improving their performance and terms of complying with all the rules that exist in the organization. This is consistent with the results of research conducted by Sutoro (2020) and Dinday Ayu Firanti et al (2021) which state that organizational culture has a significant effect on employee motivation. Based on the statement above, the hypothesis can be formulated as follows:

**H1: Organizational Culture has a positive and significant effect on Work Motivation**

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

Organizational culture is very influential on the level of employee discipline. Organizational culture is a system of values, beliefs, and habits within an organization that interacts with its formal system structure to produce organizational behavior norms (Wahab in Tobari, 2016). Organizational culture will be able to shape employee work discipline. If the current organizational culture is negative then it will usually form employees who have negative behavior as well, and conversely, a positive organizational culture will shape positive employee behavior as well. Various previous studies related to the influence of Organizational Culture on Work Discipline have been carried out by Astarman (2019), Sofyan et al (2019), I Wayan Murjana et al (2020), and Achmad Khosiin (2020) which state that organizational culture has a significant effect on work discipline employee. Based on the statement above, the hypothesis can be formulated as follows:

**H2: Organizational Culture has a positive and significant effect on Employee Work Discipline**

#### **The Influence of the Work Environment on Work Motivation**

The work environment is an environment where employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out these tasks (Sri Widodo, 2015). In this case, the work environment is an important factor in terms of increasing enthusiasm for employees to do a job. A good and conducive work environment will certainly make employees more comfortable it will increase the enthusiasm of employees to carry out their responsibilities and of course be encouraged them to follow all the regulations that apply in the organization where they work. This is consistent with the results of research conducted by Heni Ingsiyah et al (2019) and Diah Pranasari (2021) which stated that the organizational environment has a significant effect on employee motivation. Based on the statement above, the hypothesis can be formulated as follows:

**H3: Work Environment has a positive and significant effect on Work Motivation**

#### **The Influence of the Work Environment on Employee Work Discipline**

The work environment is something that is around the workers and that influences them in carrying out the tasks assigned (Nitisemito in Faida, 2019). A good work environment is a work environment that provides comfort for employees to work so as to improve employee performance for the better. A good and conducive work environment will form employees who work diligently with a high level of discipline. On the other hand, if the work environment is not comfortable, it will make employees lazy to come and linger at the company to work, this makes employees undisciplined. Thus it is very clear that a comfortable work environment for employees will form employees who work diligently with a high level of discipline and vice versa if the work environment is not comfortable then employees will often be absent from work. This is in line with what was stated by Niken Herawati et al (2019), Fachira, et al (2020), and Jekti Rahayu (2021) which states that there is a significant influence of the work environment on employee work discipline. Based on the statement above, the hypothesis can be formulated as follows:

**H4: The work environment has a positive and significant effect on employee work discipline**

#### **The Influence of Supervision on Work Motivation**

Supervision can be defined as a way for an organization to realize effective and efficient performance and further support the realization of the vision and mission of the organization (Fahmi in Erlis Milta et al., 2015). Supervision is one way to monitor whether an organization is running well or not. Good supervision by carrying out continuous monitoring in accordance with applicable regulations will provide encouragement to

employees to comply with existing regulations in the organization so that they will do a good job because they know that someone is monitoring every activity or activities they carry out and indirectly it will be an impetus or motivation for them to carry out each of their responsibilities. This is consistent with the results of research conducted by Riska Anisa Sari (2019) and Mohammad Krisna Azen Bahari (2020) which states that supervision has a significant effect on employee motivation. Based on the statement above, the hypothesis can be formulated as follows:

**H5: Supervision has a positive and significant effect on Work Motivation**

#### **The Influence of Supervision on Employee Work Discipline**

Supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan (Daulay, 2017). If supervision is not carried out regularly and properly, then gradually it will result in low discipline of employees at work. This happens because employees feel that no one is monitoring or supervising their activities so they behave outside of existing regulations and resulting in a decrease in the level of work discipline of these employees. Thus it is very clear that, when the supervisory factor is bad or low it will lead to a low level of employee discipline at work. This is in accordance with research conducted by Said Muhammad Rizal et al (2019), Darmanah (2020) and Gratitude Arman Mendrofa et al (2021) which states that supervision has a significant effect on employee work discipline. Based on the statement above, the hypothesis can be formulated as follows:

**H6: Supervision has a positive and significant effect on Employee Work Discipline**

#### **The Influence of Work Motivation on Employee Work Discipline**

Work motivation becomes an important thing in an effort to improve and enforce the work discipline of employees to achieve maximum work results. Motivation is the provision of the driving force that creates enthusiasm for one's work so that they are able to work together, work effectively, and with integrity with all their efforts to achieve satisfaction (Hafidzi et al., 2019). Employees who have high motivation will try their best to get the best results. One of these efforts is to comply with all the rules that exist in the company. By obeying the rules in the company, employees will get maximum work results. Conversely, if an employee has low motivation, he will work according to his own will and not obey the rules that exist in the company. This is consistent with research conducted by Diah Puspaningrum et al (2019), Achyar Zein et al (2021) and Gunawan Putrado et al (2021) which stated that work motivation has a significant effect on employee work discipline. Based on the statement above, the hypothesis can be formulated as follows:

**H7: Work motivation has a positive and significant effect on employee work discipline**

#### **The Influence of Organizational Culture on Work Discipline mediated by Work Motivation**

The organizational culture that exists in an organization will shape the behavior of employees in the organization as explained by Edgar in Taryaman (2016) organizational culture is a pattern of basic assumptions found or developed by a group of people when they learn to solve problems adapting to the environment external and integrate with the internal environment. When the organizational culture goes well, it will form work motivation in every employee which will encourage them to work well and carry out their duties and responsibilities which will eventually form employee work discipline. This is in line with the results of research conducted by Miharmida Rahmah et al (2019) and I Wayan Murjana et al (2020) which state that organizational culture has a significant effect on employee work discipline which is mediated by work motivation. Based on the statement above, the hypothesis can be formulated as follows:

**H8: Organizational Culture has a positive and significant effect on Employee Work Discipline which is mediated by Work Motivation**

#### **The Influence of the Work Environment on Work Discipline which is Mediated by Work Motivation**

Everything that is around the employee will certainly affect the employee's performance, including the work environment which is something that exists in the environment of workers who can influence themselves in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and whether it is adequate or not. work equipment (Afandi, 2016). If the work environment is good and conducive, of course, it will increase the work motivation of employees in carrying out their duties and in the end will increase the discipline of these employees. This is in line with what was stated by Komang Edy Sukarta Wiraya (2019) and Aisyah Kurnia Yiliastutik et al (2021) which stated that there is a significant influence of the work environment on employee work discipline which is mediated by work motivation. Based on the statement above, the hypothesis can be formulated as follows:

**H9: Work Environment has a positive and significant effect on Employee Work Discipline which is mediated by Work Motivation**

**The Influence of Supervision on Work Discipline Mediated by Work Motivation**

Supervision as a management function is an uninterrupted process to ensure that the implementation of duties, functions, and authorities does not deviate from the established rules in order to achieve organizational goals (Kadarisman, 2013). When the supervision of the organization is going well, it will increase employee motivation to comply with existing regulations and always work with the provisions that apply in the organization. This will also ultimately have an impact on increasing employee discipline in supporting the achievement of organizational goals. This is consistent with research conducted by Anita Sonya Lombok et al (2021) and Ismail Hajjali et al (2022) which states that supervision has a significant effect on employee work discipline which is mediated by work motivation. Based on the statement above, the hypothesis can be formulated as follows:

**H10: Supervision has a positive and significant effect on Employee Work Discipline which is mediated by Work Motivation**

**IV. RESEARCH METHOD**

This research uses the quantitative method. Construct measurement in this research are: Work discipline refers to the theory of Rivai in Firda (2015), work motivation refers to the theory of McClelland in Hasibuan (2015), Organizational culture refers to the theory of Edison (2016), work environment refers to the theory of Siagian (2014), and supervision refers to the theory of Robbins and Coulter in Satriadi (2016). The population in the research were all employees of PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, totaling 104 employees. In this study, the technique used is saturated samples. So that the sample used was 104 employees of PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. In this research, primary data uses a survey method by distributing questionnaires to employees. The questionnaire data uses a Likert Scale which measures social phenomena according to Sugiyono (2014). Data from the Likert Scale in the form of ordinal data. The Likert scale uses five levels of answers. The data analysis method uses the Structural Equation Model-Partial Least Square (SEM-PLS).

**V. RESULT AND DISCUSSION**

Characteristics of the Respondents

Respondents in this study have the characteristics of the majority of males aged 20-35 years, bachelor graduates, with a working period of 6-10 years. fully explained in the following table.

**Table 1. Respondents Characteristics**

Item		Frequency	%	Item		Frequency	%
Gender	Male	59	57	Period	< 2 y.o	2	2
	Female	45	43		< 5 y.o	35	34
Age	< 20 y.o	0	0		< 10 y.o	42	40
	20-35 y.o	67	64		> 15 y.o	25	24
	36-50 y.o	35	34	Educational Level	High School	10	10
	> 50 y.o	2	2		Diploma	7	7
			Bachelor		87	83	
				Master	0	0	

Source : Author Contribution, 2022

The data analysis method used is SEM PLS with the help of the SmartPLS 3.0 software to prove the formed hypothesis with the analysis stages, namely Outer Model & Inner Model Evaluation.

**Outer Model Evaluation**

Outer Analysis This research model tests the validity and reliability through tests of convergent validity, discriminant validity, calculation of composite reliability and Cronbach's alpha values.

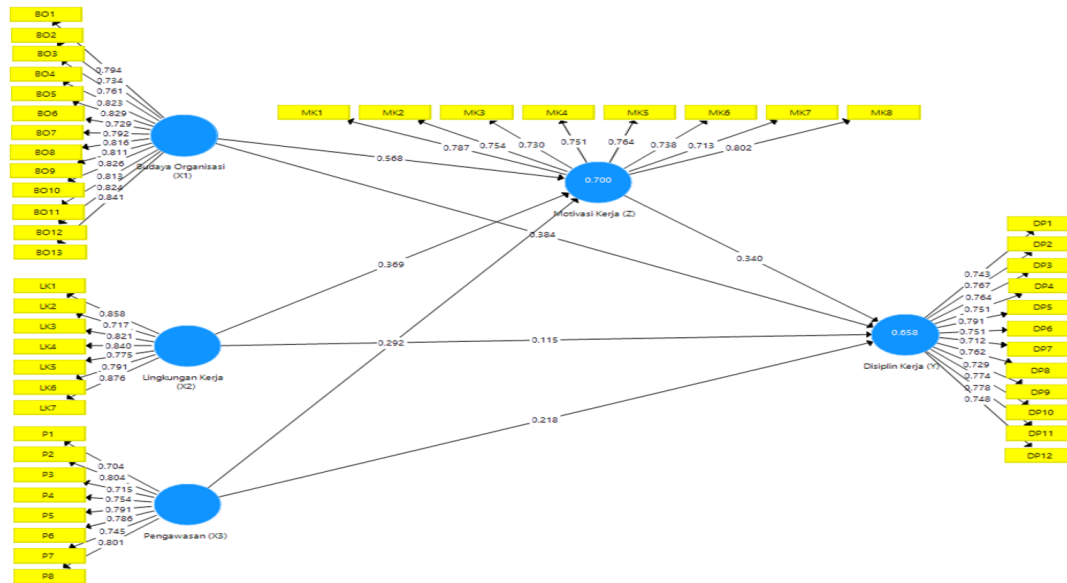


Figure 1. Loading Factor Result

First, the convergent validity test with the loading factor test, the standard loading factor value is  $> 0.70$  (Ghozali, 2021). Besides that, convergent validity can also be seen from the AVE (Average Variance Extracted) value with good value criteria above 0.5 (Ghozali and Latan, 2015). The picture above shows that all loading factor dimensions have values above 0.7, this proves that all variable indicators used in this study are valid or have met convergent validity. the results of the loading factor and AVE are valid as shown in the following table.

Table 2. Final Loading Factor & AVE Result

Latent Variable	Manifest Variable	Loading Factor	AVE	Result
Organizational Culture (X1)	BO 1	0.794	0.640	Valid
	BO 2	0.734		Valid
	BO 3	0.761		Valid
	BO 4	0.823		Valid
	BO 5	0.829		Valid
	BO 6	0.729		Valid
	BO 7	0.792		Valid
	BO 8	0.816		Valid
	BO 9	0.811		Valid
	BO 10	0.826		Valid
	BO 11	0.813		Valid
	BO 12	0.824		Valid
	BO 13	0.841		Valid
Work Environment (X2)	LK 1	0.858	0.661	Valid
	LK 2	0.717		Valid
	LK 3	0.821		Valid
	LK 4	0.840		Valid
	LK 5	0.775		Valid
	LK 6	0.791		Valid
	LK 7	0.876		Valid
Supervision (X3)	P 1	0.704	0.583	Valid
	P 2	0.804		Valid
	P 3	0.715		Valid
	P 4	0.754		Valid
	P 5	0.791		Valid
	P 6	0.786		Valid
	P 7	0.745		Valid
	P 8	0.801		Valid
	MK 1	0.787	0.571	Valid

<b>Work Motivation (Z)</b>	MK 2	0.754		Valid
	MK 3	0.730		Valid
	MK 4	0.751		Valid
	MK 5	0.764		Valid
	MK 6	0.738		Valid
	MK 7	0.713		Valid
	MK 8	0.802		Valid
	<b>Work Discipline (Y)</b>	DP 1	0.734	
DP 2		0.767		Valid
DP 3		0.764		Valid
DP 4		0.751		Valid
DP 5		0.791		Valid
DP 6		0.751	0.572	Valid
DP 7		0.712		Valid
DP 8		0.762		Valid
DP 9		0.729		Valid
DP 10		0.774		Valid
DP 11		0.778		Valid
DP 12		0.748		Valid

Source : Author Contribution, 2022

Discriminant validity is tested based on the Cross Loading value. An indicator is declared to fulfill discriminant validity if the dimension cross loading value on the variable is the largest compared to other variables (Ghozali, 2014). The following is the result of the cross loading value

**Table 3. Cross Loading**

	<b>Organizational Culture (X1)</b>	<b>Work Discipline (Y)</b>	<b>Work Environment (X2)</b>	<b>Work Motivation (Z)</b>	<b>Supervision (X3)</b>
<b>BO1</b>	<b>0.794</b>	0.441	0.093	0.520	0.164
<b>BO2</b>	<b>0.734</b>	0.486	0.066	0.487	0.161
<b>BO3</b>	<b>0.761</b>	0.524	0.080	0.494	0.139
<b>BO4</b>	<b>0.823</b>	0.485	0.037	0.466	0.033
<b>BO5</b>	<b>0.829</b>	0.599	0.127	0.585	0.166
<b>BO6</b>	<b>0.729</b>	0.481	0.022	0.410	0.068
<b>BO7</b>	<b>0.792</b>	0.483	-0.019	0.518	0.121
<b>BO8</b>	<b>0.816</b>	0.625	0.151	0.581	0.243
<b>BO9</b>	<b>0.811</b>	0.537	0.084	0.562	0.194
<b>BO10</b>	<b>0.826</b>	0.556	0.204	0.561	0.052
<b>BO11</b>	<b>0.813</b>	0.579	0.184	0.576	0.169
<b>BO12</b>	<b>0.824</b>	0.544	0.102	0.595	0.162
<b>BO13</b>	<b>0.841</b>	0.545	0.153	0.559	0.192
<b>DP1</b>	0.366	<b>0.743</b>	0.397	0.549	0.448
<b>DP2</b>	0.481	<b>0.767</b>	0.271	0.587	0.417
<b>DP3</b>	0.448	<b>0.764</b>	0.387	0.647	0.385
<b>DP4</b>	0.488	<b>0.751</b>	0.278	0.581	0.400
<b>DP5</b>	0.574	<b>0.791</b>	0.308	0.663	0.330
<b>DP6</b>	0.483	<b>0.751</b>	0.353	0.589	0.321
<b>DP7</b>	0.526	<b>0.712</b>	0.191	0.499	0.291
<b>DP8</b>	0.564	<b>0.762</b>	0.297	0.580	0.284
<b>DP9</b>	0.424	<b>0.729</b>	0.297	0.539	0.347
<b>DP10</b>	0.556	<b>0.774</b>	0.229	0.517	0.314

DP11	0.599	<b>0.778</b>	0.212	0.609	0.309
DP12	0.518	<b>0.748</b>	0.174	0.473	0.413
LK1	0.169	0.351	<b>0.858</b>	0.508	0.207
LK2	0.083	0.231	<b>0.717</b>	0.309	0.173
LK3	0.045	0.262	<b>0.821</b>	0.374	0.056
LK4	0.167	0.328	<b>0.840</b>	0.450	0.124
LK5	0.093	0.302	<b>0.775</b>	0.412	0.213
LK6	0.007	0.232	<b>0.791</b>	0.305	0.164
LK7	0.116	0.379	<b>0.876</b>	0.413	0.136
MK1	0.586	0.561	0.363	<b>0.787</b>	0.352
MK2	0.482	0.580	0.478	<b>0.754</b>	0.308
MK3	0.477	0.489	0.322	<b>0.730</b>	0.367
MK4	0.543	0.604	0.311	<b>0.751</b>	0.267
MK5	0.507	0.578	0.427	<b>0.764</b>	0.375
MK6	0.446	0.574	0.337	<b>0.738</b>	0.430
MK7	0.453	0.510	0.336	<b>0.713</b>	0.332
MK8	0.540	0.655	0.419	<b>0.802</b>	0.382
P1	0.090	0.294	0.071	0.268	<b>0.704</b>
P2	0.232	0.426	0.144	0.428	<b>0.804</b>
P3	0.084	0.302	0.161	0.242	<b>0.715</b>
P4	0.181	0.428	0.215	0.423	<b>0.754</b>
P5	0.075	0.358	0.161	0.334	<b>0.791</b>
P6	0.178	0.316	0.121	0.404	<b>0.786</b>
P7	0.094	0.323	0.174	0.290	<b>0.745</b>
P8	0.129	0.366	0.096	0.381	<b>0.801</b>

Source : Author Contribution, 2022

The table above shows that all indicators in this study are valid.

The next analysis is the reliability test. The reliability test can be measured from composite reliability and Cronbach's alpha, where a construct is declared reliable when the value is 0.7 (for composite reliability) and 0.6 (for Cronbach's alpha) (Ghozali, 2015). The calculation results areas follows.

**Table 4. Cronbach's Alpha& Composite Reliability**

Construct	Cronbach's Alpha	Composite Reliability	Result
Organizational Culture (X1)	0.953	0.959	Reliabel
Work Environment (X2)	0.914	0.931	Reliabel
Supervision (X3)	0.898	0.918	Reliabel
Work Motivation (Z)	0.892	0.914	Reliabel
Work Discipline (Y)	0.932	0.941	Reliabel

Source : Author Contribution, 2022

The table above shows that the results of the Composite Reliability test show that all latent variable values have a Composite Reliability value  $\geq 0.7$ . And the results of the Cronbach's Alpha test also show that all latent variable values have a Cronbach's Alpha value  $\geq 0.7$ . From these results, it can be concluded that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent.

**Inner Model Evaluation**

In testing the relationship between latent variables through path coefficients as well as measuring R2 and testing the hypothetical relationship, the inner model test was carried out. 3 categories of R<sup>2</sup> values, 0.67 (strong structure model), 0.33 (moderate structure model) and 0.19 (weak structural model) (Ghozali, 2015).



**Table 5. R<sup>2</sup> Test**

Construct	R Square	R Square Adjusted	Result
Work Motivation (Z)	0.700	0.691	Strong
Work Discipline (Y)	0.658	0.644	Moderate

Source : Author Contribution, 2022

Furthermore, the significance t-test of the structural path was carried out. The critical value (t-table) of the path coefficient is indicated by the t-value for the one-tail hypothesis, the 5% significance level is 1.98. The significance value can be calculated using the bootstrapping method, which is a process to assess the level of significance or the probability of direct and indirect effects. The path coefficient and specific indirect effect based on bootstrapping results from this study areas follows.

**Table 6. Path Coefficient and Specific Indirect Effect**

	Original Sampel (O)	StandardDeviation (STDEV)	T Statistik (  O/STDEV  )	P Values	Result
BO (X1) -> DP (Y)	0.384	0.106	3.635	0.000	Accepted
BO (X1) -> MK (Z)	0.568	0.059	9.601	0.000	Accepted
LK (X2) -> DP (Y)	0.115	0.060	<b>1.902</b>	<b>0.058</b>	<b>Rejected</b>
LK (X2) -> MK (Z)	0.369	0.067	5.494	0.000	Accepted
MK (Z) -> DP (Y)	0.340	0.149	2.279	0.023	Accepted
P (X3) -> DP (Y)	0.218	0.096	2.273	0.023	Accepted
P (X3) -> MK (Z)	0.292	0.072	4.037	0.000	Accepted
BO (X1) -> MK (Z) -> DP (Y)	0.193	0.089	2.176	0.030	Accepted
LK (X2) -> MK (Z) -> DP (Y)	0.126	0.050	2.494	0.013	Accepted
P (X3) -> MK (Z) -> DP (Y)	0.099	0.060	<b>1.653</b>	<b>0.099</b>	<b>Rejected</b>

Source : Author Contribution, 2022

**Discussion and Implication**

The results of the inner model by looking at the R Square (R<sup>2</sup>) value of the Work Motivation (Z) construct is 0.700. These results indicate that the endogenous variable Work Motivation (Z) can be explained by exogenous variables namely Organizational Culture (X1), Work Environment (X2) and Supervision (X3) by 70% while the remaining 30% is explained by other exogenous variables. Meanwhile, the construct of Work Discipline (Y) can be explained by exogenous variables namely Organizational Culture (X1), Work Environment (X2), Supervision (X3) and Motivation (Z) of 65.8%. While the remaining 34.2% is explained by other exogenous variables.

**The Influence of Organizational Culture on Work Motivation**

The hypothesis test results shows the value of the path coefficient of 0.568, the t-statistical value of 9.601 > 1.98) and the value of P-Values = 0.000 < α = 0.05 so the H1 is accepted and it is concluded that organizational culture has a positive and significant effect on work motivation. This means that organizational culture is a variable that influences work motivation of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. An organizational culture that is good and well implemented by employees will become a pattern of behavior in carrying out work so that it will increase the work motivation of its employees (Sutoro, 2020). The existence of a good organizational culture in PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office will be an encouragement or motivation for employees both in terms of improving their performance and in terms of complying with all existing regulations in the organization. This means that the better the organizational culture implemented at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, the higher the employee motivation will be. This is in line with the results of research conducted by Sutoro (2020) and Dinday Ayu Firanti et al (2021) which state that organizational culture has a positive and significant effect on employee motivation.

**The Influence of Organizational Culture on Employee Work Discipline**

The hypothesis test results shows the value of the path coefficient values 0.384, t-statistical values 3.635 > 1.98) and P-Values = 0.000 < α = 0.05 so the H2 is accepted and it is concluded that organizational culture has a positive and significant effect on work discipline. This means that organizational culture is a variable that influences work discipline in employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. Organizational culture will be able to shape employee work discipline (Astarman,

2019). If the current organizational culture is negative then it will usually form employees who have negative behavior as well, and conversely a positive organizational culture will shape positive employee behavior as well. This means that the better the organizational culture implemented at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, the higher the work discipline of employees will be. This is in line with the results of various previous studies related to the influence of Organizational Culture on Work Discipline which have been carried out by Sofyan et al (2019), I Wayan Murjana et al (2020) and Achmad Khosiin (2020) which state that organizational culture has a significant positive effect on discipline employee work.

#### **The Influence of the Work Environment on Work Motivation**

The hypothesis test results shows the value of the path coefficient value 0.369, t-statistical value 5.494 ( $> 1.98$ ) and P-Values =  $0.000 < \alpha = 0.05$  so the H3 is accepted and it is concluded that the work environment has a positive and significant effect on work motivation. This means that the work environment is a variable that influences work motivation of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. In this case the work environment is an important factor in terms of increasing enthusiasm for employees to do a job (Diah Pranitasari, 2021). A good and conducive work environment will certainly make employees more comfortable so that it will increase the enthusiasm of employees to carry out their responsibilities and of course be encouraged to follow all the regulations that apply in the organization where they work. This means that the better the environment at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, the higher the employee motivation will be. This is in line with the results of research conducted by Heni Ingsiyah et al (2019) and Diah Pranitasari (2021) which stated that the organizational environment had a positive and significant effect on employee motivation.

#### **The Influence of the Work Environment on Employee Work Discipline**

The hypothesis test results shows the value of the path coefficient values 0.115, t-statistical values  $1.902 < 1.98$ ) and P-Values =  $0.058 > \alpha = 0.05$  so the H4 is rejected and it is concluded that the work environment has no positive and insignificant effect on work discipline. This means that the work environment is a variable that does not affect the work discipline of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. A good work environment is a work environment that provides comfort for employees to work and cannot directly improve employee work discipline for the better. A good and conducive work environment does not form employees who work diligently with a high level of discipline (Dori et al, 2020). This means that the better the work environment at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, the higher the work discipline of employees. Thus it is very clear that a comfortable work environment for employees does not form employees who work diligently with a high level of discipline. This is in line with the results of research conducted by Dori Mitra Candana, Ramdani Bayu Putra and Ronni Andri Wijaya (2020) which states that the work environment has no positive and insignificant influence on employee work discipline.

#### **The Influence of Supervision on Work Motivation**

The hypothesis test results shows the value of the path coefficient value 0.292, t-statistical value 4.037 ( $> 1.98$ ) and P-Values =  $0.000 < \alpha = 0.05$  so the H5 is accepted and it is concluded that supervision has a positive and significant effect on work motivation. This means that supervision is a variable that influences work motivation of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. Supervision is an important factor for increasing employee motivation in a company (Mohammad Krisna Azen Bahari, 2020). Good supervision by carrying out continuous monitoring in accordance with applicable regulations will provide an encouragement to employees to comply with existing regulations in the organization so that they will do a good job because they know that someone is monitoring every activity or activities they carry out and indirectly it will be an impetus or motivation for them to carry out each of their responsibilities. This means that the better the supervision carried out at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, the higher the employee motivation will be. This is in line with the results of research conducted by Riska Anisa Sari (2019) which states that supervision has a positive and significant effect on employee motivation.

#### **The Influence of Supervision on Employee Work Discipline**

The hypothesis test results shows the value of the path coefficient values 0.218, t-statistical values  $2.273 > 1.98$ ) and P-Values =  $0.023 < \alpha = 0.05$  so the H6 is accepted and it is concluded that supervision has a positive and significant effect on work discipline. This means that supervision is a variable that affects work discipline of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. Supervision has an important role in terms of increasing employee discipline in an organization (Damanah, 2020). If supervision is not carried out regularly properly, then gradually it will result in low discipline of

employees at work. This happens because employees feel that no one is monitoring or supervising their activities so that they behave outside of existing regulations and result in a decrease in the level of work discipline of these employees. This means that the better the supervision carried out at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, the higher the work discipline of employees will be. Thus it can be concluded that, when the supervisory factor is bad or low it will lead to a low level of employee discipline at work. This is in line with research conducted by Said Muhammad Rizal et al (2019) and Gratitude Arman Mendrofa et al (2021) which stated that supervision has a positive and significant effect on employee work discipline.

#### **The Influence of Work Motivation on Employee Work Discipline**

The hypothesis test results shows the value of the path coefficient values 0.340, t-statistical values  $2.279 > 1.98$ ) and P-Values =  $0.023 < \alpha = 0.05$  so the H7 is accepted and it is concluded that work motivation has a positive and significant effect on work discipline. This means that motivation is a variable that affects work discipline of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. When employee motivation increases, it will affect the increase in employee discipline in an organization (Achyar Zein et al, 2021). Employees who have high motivation will try their best to get the best results. One of these efforts is to comply with all the rules that exist in the company. By obeying the rules in the company, employees will get maximum work results. Conversely, if an employee has low motivation, he will work according to his own will and not obey the rules that exist in the company. This means that the better the work motivation of employees of PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, the higher the work discipline of employees will be. This is in line with research conducted by Diah Puspaningrum et al (2019) and Gunawan Putrado et al (2021) which stated that work motivation has a positive and significant effect on employee work discipline.

#### **The Influence of Organizational Culture on Work Discipline Mediated by Work Motivation**

The hypothesis test results shows the value of the path coefficient value 0.193, t-statistical value  $2.176 > 1.98$ ) and P-Values =  $0.030 < \alpha = 0.05$  so the H8 is accepted and it is concluded that organizational culture has a positive and significant effect on work discipline mediated by work motivation. This means that work motivation mediates the influence of organizational culture on work discipline of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. When the organizational culture goes well, it will form work motivation in every employee which will encourage them to work well and carry out their duties and responsibilities which will eventually form employee work discipline (Wayan Murjana et al, 2020). This means that the better the organizational culture implemented at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, it will increase employee motivation so that it affects employee work discipline to be higher. This is in line with the results of research conducted by Miharmida Rahmah et al (2019) and I Wayan Murjana et al (2020) which state that organizational culture has a positive and significant effect on employee discipline mediated by work motivation.

#### **The Influence of the Work Environment on Work Discipline Mediated by Work Motivation**

The hypothesis test results shows the value of the path coefficient value 0.126, t-statistical value  $2.494 > 1.98$ ) and P-Values =  $0.013 < \alpha = 0.05$  so the H9 is accepted and it is concluded that organizational culture has a positive and significant effect on work discipline which is mediated by work motivation. This means that work motivation mediates the influence of organizational culture on work discipline of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. If the work environment is good and conducive, of course it will increase employee motivation in carrying out their duties and will ultimately increase employee discipline (Aisyah et al, 2021). This means that the better the work environment at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office, it will increase employee motivation so that it affects employee work discipline to be higher. This is in line with what was stated by Komang Edy Sukarta Wiraya (2019) and Aisyah Kurnia Yiliastutik et al (2021) which state that there is a positive and significant influence of the work environment on employee work discipline which is mediated by work motivation.

#### **The Influence of Supervision on Work Discipline Mediated by Work Motivation**

The hypothesis test results shows the value of the path coefficient value 0.099, t-statistical value  $1.653 < 1.98$ ) and P-Values value =  $0.099 > \alpha = 0.05$  so the H10 is rejected and it is concluded that supervision has no positive and insignificant effect on work discipline mediated by work motivation. This means that work motivation does not mediate the influence of organizational culture on work discipline of employees at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. Supervision apparently does not increase employee motivation to comply with existing regulations in the organization. As stated by Kadarisman (2013) supervision should be carried out so that the implementation of tasks, functions and authorities does not

deviate from the rules set by the organization. However, the results of the study show the opposite, that supervision does not motivate employees to be more disciplined. This is in line with the results of research conducted by Adi Darmawan (2019) which states that supervision has no positive and insignificant effect on employee work discipline.

## **VI. CONCLUSION & SUGGESTION**

### **Conclusion**

The results of the study found that organizational culture has a positive and significant effect on work motivation. Organizational culture has a positive and significant effect on work discipline. The work environment has a positive and significant effect on work motivation. The work environment has no positive and insignificant effect on work discipline. Supervision has a positive and significant effect on work motivation. Supervision has a positive and significant effect on work discipline. Work motivation has a positive and significant effect on work discipline. Organizational culture has a positive and significant effect on work discipline mediated by work motivation. The work environment has a positive and significant effect on work discipline mediated by work motivation. Supervision has no positive and insignificant effect on work discipline which is mediated by work motivation.

### **Suggestion**

Companies can develop an organizational culture, especially in terms of team orientation by providing training so that whenever there is a problem in the work team it must always be resolved properly. This will make employees more motivated, especially in the need for power where employees will mobilize their abilities to achieve power so that it will increase work motivation and will ultimately improve work discipline of PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. Develop work environment policies, especially in non-physical work environments by building a harmonious work environment which is reflected in cooperation between employees. This will make employees more motivated, especially in the need for power where employees will mobilize their abilities to achieve power so that it will increase work motivation and ultimately will increase employee discipline at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. Companies do not have to develop supervision, especially in terms of setting standards because this will not make employees more motivated to work. Companies can carry out direct supervision which can improve work discipline, especially in compliance with existing work regulations at PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office. Companies can also continue to develop work motivation policies, especially in terms of the need for power by making employees mobilize their abilities to achieve power. This can be done by promising good career paths and better positions for employees who comply with existing regulations and work in accordance with applicable regulations so as to increase the discipline of employees of PT Bank Rakyat Indonesia (Persero) Tbk Soekarno Hatta Airport Branch Office.

For future researchers, from the results of the research on the R Square value there are still 34.2% of other variables that affect the work discipline variable (Y) and there are still hypotheses that are rejected, therefore the researcher suggests adding a wider variable, be it compensation, leadership as well as other variables and can conduct research in other sectors in further research so that it is expected to produce better research results.

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