



# The influence of work discipline, work motivation, and career development on employee performance with organizational culture as an intervening variable at PT. Bank Rakyat Indonesia, Pekanbaru Lancang Kuning branch office.

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## ABSTRACT

This research was conducted at PT. Bank Rakyat Indonesia, Pekanbaru Lancang Kuning Branch Office, with the aim of determining the influence of work discipline, work motivation, and career development on employee performance, with organizational culture as the intervening variable. The subjects of this research were the employees of PT. Bank Rakyat Indonesia, Pekanbaru Lancang Kuning Branch Office, totaling 123 samples. This study utilized questionnaires as a data collection tool. Tests employed to evaluate the research instruments included validity testing, reliability testing, and classic assumption testing. Data analysis involved multiple linear regression analyses, hypothesis testing using T-tests (partial) and F-tests (simultaneous), as well as the determination coefficient and the Sobel test. Based on the T-test and F-test, it was proven that the Work Discipline (X1), Work Motivation (X2), Career Development (X3), and Organizational Culture (Z) variables significantly and positively influence the Employee Performance (Y) variable simultaneously. The determination coefficient for model 1 was 53.7% and for model 2 was 86.6%. The results of this research indicate that work discipline, work motivation, and career development have a positive and significant influence on employee performance, with organizational culture acting as the intervening variable.

**Keywords:** Work Discipline, Work Motivation, Career Development, Employee Performance, Organizational Culture

## 1. INTRODUCTION

Human resources are pivotal to any company, playing a dominant role in its activities. Every organization strives to optimally utilize its resources to achieve its objectives. Human resources, which encompass everyone in an organization from entry-level positions to the top executives, hold a strategic position in determining a company's success or failure. Within this spectrum, employees play a vital role. Their performance is critical; poor performance can impede the achievement of company goals. Take, for example, PT. Bank Rakyat Indonesia (Persero), Tbk Branch Office Pekanbaru Lancang Kuning, where employees must execute their roles professionally and ensure satisfactory customer service. Employee performance is a crucial determinant of a company's progression or decline. Mangkunegara (2016: 67) states that performance is the outcome of an employee's work in terms of quality and quantity, consistent with their responsibilities. Leaders understand the

the importance of enhancing their teams' performances, as this not only boosts trust from higher-ups but also improves the company's overall output. A subordinate's performance is a reflection of their work capabilities. Exceptional performance signals that they have met the company's and leadership's expectations, potentially leading to promotions. Conversely, subpar performance reduces their chances for advancement. To bolster a company's achievements, the quality of human resources must be improved. By enhancing their quality, it's expected that employees will operate productively and professionally, aligning with set work standards. Employee performance evaluation is fundamental in decision-making concerning company regulations, boosting motivation, and more.

Discipline is integral to achieving set objectives. Without discipline, achieving optimal outcomes becomes arduous. Discipline signifies adherence to fundamental values and responsibilities, like timely attendance. A disciplined

employee likely performs better, working diligently towards company goals, as detailed by Jepry & Mardika (2020). Work discipline can be influenced by various factors, including the work environment and individual personalities. Motivated employees generally take more pleasure in their roles and consistently strive for excellence. Discipline showcases an employee's respect for company regulations. As stated by Jepry & Mardika (2020), discipline is an employee's commitment to abide by regulations. Onsardi & Putri (2020) further assert that higher work discipline enhances performance. Discipline, therefore, is essential for maintaining order within a company, ensuring goals are met. Employee performance is inextricably linked to their motivation. A motivated employee is more likely to perform well. The more motivation strategies a company employs, the higher its productivity, benefiting both the company and its employees. Conversely, a lack of motivation can lead to complacency and missed targets.

One strategy employed by PT. Bank Rakyat Indonesia (Persero), Tbk Branch Office Pekanbaru Lancang Kuning is to motivate employees through rewards and promising career development for those meeting company targets. Career development is the enhancement of an individual's work capabilities to achieve their desired career trajectory. The success of an organization doesn't solely depend on its structure but also on placing individuals in roles that match their skills – ensuring the right person is in the right position. The bank's human resources must be adept at executing banking transactions, as their service quality determines the bank's future success. Constant skill honing is essential, achieved through rigorous job analyses, recruitment, selection, training, career development, and rewards. Organizational culture also influences employee performance. It consists of norms and values that guide employee behavior, ensuring timely task completion and alignment with organizational objectives. While this culture might not always be overt, it can motivate employees to enhance their performance efficiency (Prasetyo et al., 2022).

Based on explanation above, work discipline, motivation, career development, and organizational culture significantly impact employee performance. The subsequent section will discuss the performance ranking of the Pekanbaru Lancang Kuning Branch Office in 2022, where the average ranking was 9th place.:

**Table 1. The performance ranking of the Pekanbaru Lancang Kuning Branch Office in 2022**

Period	Total Financial	Total Customers	Total Financial & Customer	Ranking
January 2022	104.09%	91.55%	100.46%	5
February 2022	101.06%	108.42%	103.19%	4
March 2022	103.93%	109.05%	105.41%	4
April 2022	100.90%	108.90%	103.20%	12
May 2022	104.20%	108.30%	105.40%	9
June 2022	104.80%	109.50%	106.20%	11
July 2022	103.60%	109.40%	105.30%	12
August 2022	104.70%	107.60%	105.60%	14
September 2022	104.80%	107.40%	105.60%	13
October 2022	104.50%	107.90%	105.50%	12
November 2022	105.40%	108.70%	106.30%	3
December 2022	105.90%	109.20%	106.80%	9
Average Rating				9

Based on Table 1, the average performance ranking of the Pekanbaru Lancang Kuning Branch Office during the 2022 period was 9th (ninth) out of the 22 (twenty-two) Branch Offices supervised by the BRI Regional Office Pekanbaru.

The assessment of a work unit's performance encompasses profit achievement, deposit funds, outstanding loans, and loan quality. During the researcher's initial observations at the Pekanbaru Lancang Kuning Branch Office and subsequent interviews with management officials and various employees within the work unit, it was noted that the performance ranking was influenced by multiple factors. These included work discipline which mandated punctual attendance, starting with morning check-ins at 7:30 WIB and ending at 16:30 WIB. At 7:30 WIB each morning, routine prayers and briefings are conducted, attended by both management officials and all employees of the work unit. However, initial observations revealed that some employees frequently arrived late or missed the morning prayers altogether, highlighting a deficiency in the discipline of attending work punctually as set by the company's guidelines (Watto et al., 2023).

Another influencing factor is work motivation. It is imperative for companies to boost and sustain employee motivation. This task, however, is challenging, as an employee's psychological state can be fragile and affected by numerous external factors, including personal problems outside the work environment, which could diminish their motivation. Interviews with various employees revealed that individual targets, particularly for marketers, were set by superiors without accompanying directions or evaluations. As a result, employees had to independently source potential clients for deposits, loans, or collection of loan installments to maintain loan quality. Bonuses or quarterly work incentives were the rewards for achieving these targets, yet only 10-15% of the entire sales force received these incentives.

Moreover, career development, which is tied to an employee's work performance, plays a role in shaping their career trajectory within the company. Interviews with management officials and some employees yielded information that career advancement, especially promotions at the Pekanbaru Lancang Kuning Branch Office, was overseen by the Human Resources (HR) Section of the Pekanbaru Regional Office. This was not solely based on an employee's achievements or tenure but incorporated other criteria such as attitude and problem-solving abilities.

Preliminary observations by the researcher indicated that the organizational culture at the Pekanbaru Lancang Kuning Branch Office wasn't entirely adopted by its employees. While some elements like regular morning prayers and briefings were followed, other practices such as participating in routine digital/online training and extending amiable services to customers were not consistently observed.

## 2. LITERATURE REVIEW

### Employee Performance

Employee performance stands as a critical driving force steering the direction of organizational development and progress. Its quality is deeply intertwined with factors encapsulated in performance management. As defined by multiple experts, performance represents both the quality and quantity of work achieved by an individual in line with their responsibilities. Mangkunegara (2017) emphasizes that it

reflects the accomplishment of tasks aligned with responsibilities bestowed upon an employee. This perspective is echoed by Scriber in Banta, who explains that the term "performance" is derived from the word "perform," encompassing various actions such as execution, fulfillment of obligations, and meeting expected outcomes. Other scholars like Mahsun describe performance as the realization of organizational goals, objectives, mission, and vision, while Sagala sees it as the tangible behaviors exhibited by individuals in their roles. Rivai & Basri and Mathis & Jackson, both cited in Masram (2017), view performance as an outcome or the measure of a person's success in achieving tasks relative to set standards and targets. Afandi (2018) offers a broader perspective, suggesting that performance encapsulates the outcomes achieved by individuals or groups in an organization within the bounds of legality, morality, and ethics.

Several factors influence employee performance. Sedarmayanti, as cited in Widayati (2019), lists them as mental attitude, education, skills, leadership quality, income level, and discipline. Davis, as mentioned in Mangkunegara (2017), focuses on ability, including intellect and skills, and motivation, which is influenced by workplace factors like work relations and climate. Similarly, Prawirosento identifies factors such as effectiveness, efficiency, authority, responsibility, discipline, and initiative as pivotal to performance.

Furthermore, employee performance can be gauged through certain indicators, as mentioned by Mashun in Jumiati & Harumi (2018), including the use of time at work, quality and quantity of work, and collaboration with colleagues. Assessing this performance is crucial for both the individual's career development and the organization's broader goals. As Dharma and Wirawan opine, performance appraisal is a formal system that evaluates employee outcomes on a regular basis, guiding HR decisions and aiding in workforce development. Mejia et al. break down the process into identification, measurement, and management stages, emphasizing feedback and coaching to boost potential.

The overarching aim of evaluating employee performance, as outlined by Mangkunegara in Sazly & Winna (2019), spans from enhancing work ethics and motivation to differentiating employees and facilitating HR development. Performance assessments also serve as tools for addressing work-related complaints, fostering relations between employees, and guiding crucial organizational decisions. By understanding and harnessing these insights, organizations can fine-tune their performance management strategies, fostering a culture that values and promotes excellence.

### **Work Discipline**

Work discipline is paramount in any organization, functioning as the backbone of productive operations and effective functioning. This discipline is an innate behavior and ingrained habit where individuals willingly adhere to established rules and regulations, accepting the consequences should they breach them. The core essence of discipline is to cultivate habits that will naturally be internalized, making adherence second nature rather than an enforced chore (Ekowati et al., 2023). This behavioral adherence aims at circumventing any violations of mutually agreed-upon provisions, ensuring smooth operations and averting punitive measures. Managers view discipline as a tool, facilitating

harmonious coordination with their employees. The objective is to inculcate in employees a heightened consciousness and respect for both social norms and company regulations. Drawing upon Partika et al. (2020), an employee's neglect of company rules is indicative of poor work discipline, whereas compliance showcases commendable discipline.

Work discipline plays a pivotal role in our daily lives, more so in the professional realm. It represents the execution of organization and conformity to all organizational rules. As delineated by Agustini (2019: 89), work discipline reflects one's allegiance to rules and norms within a company, propelling an employee's determination to achieve organizational goals. Hasibuan (2017:193) mirrors this sentiment, associating work discipline with one's consciousness and commitment to both company protocols and societal norms.

Various experts provide complementary definitions of work discipline. Sumadhinata (2018) considers it as a managerial instrument to engender behavioral change and foster awareness, while Ramon (2019) perceives it as an individual's eagerness and readiness to comply with societal and organizational rules. Fererius Hetlan Muhyadin (2019) adopts a stricter stance, emphasizing the regular, diligent adherence to set regulations without transgressions.

Collating these perspectives, one can deduce that exemplary work discipline entails punctuality, diligent work execution, and a strict adherence to both company and societal regulations. Discipline goes beyond mere rule-following; it reflects an individual's responsibility, minimizing potential problems and mitigating possible mistakes.

When organizations foster discipline, it permeates the entire workforce, driving even the non-disciplined employees to comply with established regulations. Conversely, a lax approach towards discipline breeds anarchy, with even the disciplined individuals getting swayed into non-compliance. In essence, work discipline epitomizes an individual's respect for, and adherence to, both written and unwritten rules and norms, serving as an example for others.

Factors influencing work discipline, as identified by Agustini (2019: 97-99), encompass compensation size, the presence of exemplary leadership, established guiding rules, leadership courage, attentive leaders, and the instillation of positive habits. Moreover, work discipline indicators, as delineated by Agustini (2019: 104), include consistent attendance, adherence to work procedures, obedience to superiors, self-motivated work performance, and responsibility in one's duties and behavior.

### **Work Motivation**

Motivation, stemming from the Latin term 'movere', signifies the force or drive that kindles enthusiasm in a person, encouraging them to engage actively and wholeheartedly in their work. This force serves as an energizing element, fostering a sense of purpose and collaboration. Mangkunegara (2017: 93) interprets it as a situation that propels employees to achieve their aspirations, while Enny (2019: 17) stresses its significance in the collective efforts of a team working towards a common goal. Various experts, including Hasibuan and Sutrisno from 2017 and 2019 respectively, emphasize the role of motivation

as a primary catalyst that directs an individual's behavior and actions towards organizational objectives.

This intrinsic drive, called motivation, is influenced by a myriad of factors both from within the individual and the environment they are embedded in. Enny (2019: 25-27) categorizes these into internal and external determinants. The internal facets include an individual's will to live, which is manifested in desires for proper compensation, job stability, and a secure work environment. Then there's the aspirational desire, an innate urge to attain certain things or statuses that can heighten an individual's commitment to their tasks. Recognition also plays a pivotal role; beyond tangible rewards, individuals often seek acknowledgment, respect, and a harmonious working relationship. Lastly, there's the pursuit of power or leadership, which in its positive essence can motivate individuals to outperform.

On the other hand, the external landscape also wields significant influence. The immediate work environment, characterized by infrastructure and available facilities, can either promote or hinder effective work execution. Compensation, being the primary source of sustenance, is paramount, as is the role of effective supervision, which ensures tasks are executed efficiently and without error (Fahlevi et al., 2022). Long-term job security in a single company often acts as an anchor, grounding and motivating employees. Concurrently, holding a trusted position with associated responsibilities can spur employees towards excellence. Lastly, the organizational framework, particularly its regulations, should be both protective and motivating, and it's imperative these guidelines are lucidly communicated.

Mangkunegara (2017: 101) further elaborates on the nuances of motivation by pointing out the diverse human needs that can serve as its indicators. These range from physiological, which revolve around basic human sustenance, to safety needs that focus on protection and a positive work atmosphere. Social needs address our yearning for acceptance and interpersonal connection, while esteem needs revolve around the innate human desire for acknowledgment and respect. Culminating this spectrum is the need for self-actualization, an overarching desire to tap into and express one's full potential within the organizational context.

### **Career Development**

Career development is an intrinsic aspect of an individual's journey within an organization, aiming to enhance both personal and professional growth. It is pivotal that every employee is granted the prospect to cultivate their career. Fundamentally, a career encapsulates the entirety of positions or titles an individual might hold throughout their professional tenure. The pinnacle of this trajectory is often regarded as the career goal, marking the zenith of a person's aspirations within an organization.

Diving deeper, Sutrisno (2017: 165) delineates career development as the personal progress made towards actualizing a career plan. This not only resonates with individual growth but is also interlinked with the strategies and blueprints companies devise for employee career advancement. Meanwhile, perspectives from Masram and Mu'ah (2017: 180) and Dubrin in Ramli & Yudhistira (2018: 812) converge on the idea that career development accentuates the evolution of an

an individual's professional abilities to fulfill their career aspirations. Such development is an orchestrated blend of individual endeavors and organizational strategies, adapting to the ever-evolving conditions of the company. Despite the crucial role of human resource management in catalyzing these developments, the onus primarily lies on the individual employee. As Fattah, N.2019 elucidates, it's the individual who harbors the passion and will eventually revel in the outcomes.

The narrative forwarded by Manoppo et al., 2021 further solidifies the essence of career development. It emerges as a systematic approach, undertaken by organizations, to prepare and cultivate individuals, ensuring that when the time arises, personnel with the requisite qualifications and expertise are at the ready. Thus, career development is, at its core, a symbiotic relationship between individual aspirations and organizational prerogatives. As individuals embark on their career paths, youthful vigor and personal ambitions predominantly steer their trajectories. Yet, as one ascends to senior ranks within an organization, the strategic needs of the entity tend to mold their career development.

Career Development Indicators: Study et al., 2018 shed light on various markers that underscore career development. These range from tangible measures like work performance and educational background to nuanced aspects such as organizational loyalty and policy. Employee performance is paramount, often acting as a precursor to promotions. Concurrently, professional training, education, tenure, and allegiance to the organization are also pivotal indicators. Each of these facets amalgamate to either propel or hinder an employee's career progression.

Career Development Goals: The overarching objective of career development is the enhancement of employee efficacy, aligning with organizational ambitions. Mangkunegara (2017, p. 77) expands on this by highlighting goals such as fostering employee well-being, actualizing individual potential, fortifying the employee-organization bond, and driving effective program implementation. Conversely, Sutrisno (2019, p. 166) emphasizes its role in providing career direction, enhancing organizational allure for proficient employees, and streamlining human resource initiatives in tandem with organizational growth plans.

Forms of Career Development: As proposed by Sugiharjo and Rustinah (2017:447), career development takes multiple forms. Education and training aim to refine and elevate the skills, knowledge, and demeanor of employees. Promotions serve as a vertical elevation in status, amplifying an individual's responsibilities and social standing. Mutations, on the other hand, manifest as shifts or changes in positions, either vertically or horizontally, within an organization, reflecting the dynamic nature of career growth

### **Conceptual Framework**

The conceptual framework serves as a structured thinking pattern, providing an approach to address problems. This study utilizes a scientific method, elucidating the interrelationship between variables throughout the analytical process. The theoretical exploration delves into the impact of work discipline, work motivation, and career development on employee performance, with organizational culture playing an intermediary role, specifically at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.



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

Employee discipline in human resource management stems from the understanding that humans are fallible. The primary objective of disciplinary actions is to align employee behavior with company regulations, while the secondary goal is to foster mutual respect and trust between leaders and their teams. Misapplied discipline can lead to issues like reduced morale and resentment between supervisors and their teams. Thus, nurturing discipline is imperative for every leader, including every member in an organization or company. Riva'i, as cited by Hartatik (2018: 183), mentions that "work discipline is a mechanism employed by managers to modify behavior and to amplify an individual's adherence to company regulations and prevailing societal norms." Work discipline's significance lies in boosting employee productivity. A disciplined workforce implies that an organization can retain and nurture the quality and loyalty of its members. Furthermore, gauging the discipline of its workforce lets an organization determine the performance of each employee. A direct correlation exists between work discipline and employee performance. Disciplined employees tend to work diligently, methodically, and purposefully. Conversely, those lacking discipline are often unproductive and prone to procrastination. One determining factor of employee performance is work discipline, serving as a metric for performance evaluation. Employees exhibiting disciplined work behavior are often meticulous and shoulder their responsibilities earnestly. A heightened sense of duty and responsibility begets elevated work discipline. Employees adept at handling work-related challenges are more likely to meet deadlines. Elevated work discipline can either directly or indirectly influence employee performance. When discipline is high, employees are likely to invest more effort into their roles (Shah et al., 2023), eventually evolving into competent and efficient workers, resulting in peak performance. Consequently, a pivotal element for an organization's success is enhancing employee performance through bolstered work discipline. Every organization aspires for an uptick in employee performance since outstanding performance yields high-quality and quantitative work outcomes.

### *Effect of Work Motivation on Employee Performance*

Motivation embodies a psychological state propelling one into action, fuelling the drive to fulfill needs, achieve satisfaction, or rectify imbalances. Motivation, when directed rightly, creates a conducive work environment, prompting employees to work passionately, thereby amplifying their performance. When employees are sufficiently motivated, their zeal for work escalates, thereby augmenting their output. An employee's motivation for work can fluctuate, and any shifts can directly affect their performance, impacting the larger organization. Work motivation must be anchored in a robust individual character because improperly based motivation can inflict both personal and organizational setbacks.

### *The Effect of Career Development on Employee Performance*

Career development enhances performance through motivation. A robust career development program, complemented by high work motivation, invariably elevates employee performance. By instituting career development initiatives, companies can amplify employee output, minimize turnover, and create avenues for employee promotions. For employees, career planning can enhance their preparedness, enabling them to seize career opportunities. Hence, it's evident that there's a positive correlation between career development and employee

performance. Improved career development pathways invariably lead to enhanced employee performance.

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

To augment employee performance, companies must cultivate a conducive organizational culture. A resilient organizational culture propels employee performance and motivates them towards shared objectives. This culture then molds employee behavior aligning with the organization's aspirations. The organizational culture in place directly impacts employee performance. Therefore, businesses must foster a culture that resonates with their ethos, driving enhanced employee performance and benefiting the organization at large.

### **Relevant Prior Research**

The methodology of our study hinges on prior pertinent research. A myriad of past investigations have proffered both theoretical and empirical evidence on the interplay between work discipline, work motivation, career development, and employee performance, with organizational culture as an intervening variable. A brief review of these studies follows: Wiwien Jumadi (2023) investigated the nexus between work discipline, organizational culture, and employee performance with work motivation as a mediating factor, focusing on the Agriculture Office in the Tidore Islands City. The key findings unveiled that work discipline and organizational culture significantly impacted both the work motivation and performance of the employees. Moreover, both factors also indirectly affected employee performance through work motivation.

N Utamy (2022) delved into how the work environment and competence influenced employee performance, utilizing work discipline as a mediator, in cooperatives located in Jember Regency. The conclusions drawn revealed positive and substantial impacts of both the work environment and competence on work discipline and the performance of cooperative employees. The indirect effects of these factors on employee performance through work discipline were found to be smaller than their direct effects. Nugroho Prihantoro (2022) explored the relationship between career development, work culture, and employee performance, considering organizational commitment as an intermediary in the State Treasury Service Office of Central Java's regional branch. The research unearthed that while career development did not directly impact employee performance, both career development and organizational culture were significantly related to organizational commitment, which, in turn, influenced employee performance.

Dinda Genta Speech (2022), in her research at PT. East Jaya Pekanbaru, studied the impact of organizational culture on work discipline. The analysis revealed that a stronger organizational culture would significantly augment the work discipline of the employees. Cleananta Tarigan (2021) analyzed the effects of motivation and discipline on employee performance at PT Bank DBS Tangerang Selatan. The results showcased that both motivation and discipline had a positive bearing on employee performance. Alfred Lasarudin (2021) examined the connection between organizational culture and employee performance, emphasizing work motivation as an intervening variable. The study concluded that a potent organizational culture could enhance work motivation, which subsequently improved

employee performance. Devi Dwi Jayanti (2021) assessed how work discipline, motivation, and career development impacted the performance of employees at the BKKBN Representative Office of North Sumatra. The study confirmed that all three factors directly and significantly impacted employee performance, with work discipline emerging as the most dominant influencer.

Dwi Oktariani (2020) delved into the influence of organizational culture and career development on work commitment of the employees at PT. Nusa Raya Cipta. The findings indicated that while career development had a negative effect on work commitment, organizational culture positively influenced it. Ali Muhajir (2019) conducted an analysis on PT. Gresik Natural Partners to discern how motivation and career development influenced employee performance, integrating job satisfaction as a mediator. The study unveiled that both factors had direct impacts on job satisfaction, which in turn influenced employee performance. Panji Pramuditha (2019) inspected the interrelation between career development, motivation, and the performance of employees at the National Bank of Indonesia. The results suggested that both career development and motivation had a positive effect on performance, but motivation surfaced as a more dominant factor. The compilation of these studies provides a comprehensive understanding of the multifaceted interplay between the various factors and employee performance.

### Conceptual Framework

Based on theoretical studies and empirical results from previous studies, Therefore, this section is summarized again briefly for reference in developing a framework for thinking processes. The researcher proposes model research namely employee performance as a variable to be measured by see the relationship between work discipline (X1), work motivation (X2), and career development (X3) on employee performance (Y) through organizational culture (Z) as an intervening variable. Based on the explanation above, it can be described that the framework thoughts that can be described as follows:

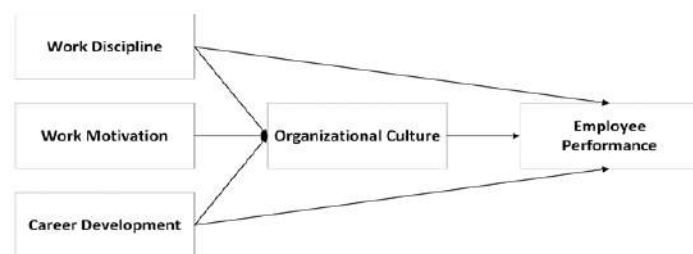


Figure 1. Research Model

### Hypothesis

The hypothesis according to Sugiyono (2019:99), is a temporary answer to formulation of the research problem and based on the empirical facts obtained through data collection. Based on the description on the review of the theoretical framework and conceptual framework, then the hypothesis proposed in this study is:

- H1 : Work discipline has a positive and significant effect on organizational culture at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.
- H2 : Work motivation has a positive and significant effect on organizational culture at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.

- H3: Career development has a positive and significant effect on organizational culture at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.
- H4: Work discipline has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.
- H5: Work motivation has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.
- H6: Career development has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.
- H7: Organizational Culture has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.
- H8: Work discipline has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with organizational culture variables as intervening variables.
- H9: Work motivation has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with organizational culture variables as intervening variables.
- H10: Career development has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with organizational culture variables as intervening variables.

## 3. METHODOLOGY

According to Sugiyono (2019:2) "the research method is basically scientific way to obtain data with specific purposes and uses. Thus, in conducting research it is necessary to have a method appropriate research to obtain a data to be examined in a study. In this study, researchers will use a type of survey research using tests and questionnaires as instruments for data collection The objective is to obtain information about a representative number of respondents certain population and analyze the data statistically to test the hypotheses filed. According to Sugiyono (2019:6) "The survey method used to get data from certain places that are natural (not artificial), but researchers perform treatment in data collection, for example by distributing questionnaires, tests, structured interviews and so on. Method survey is research that obtains a sample from a population and using a questionnaire as the main data collection tool.

The research used in this research is quantitative research with a descriptive approach. According to Sugiyono (2019:17) "quantitative method is a research method based on the philosophy of positivism, used to research the population or certain samples, data collection using research instruments, analysis the data are statistical quantitative in nature, with the aim of testing the hypotheses that have been set". The data that has been collected will then be analyzed quantitative with descriptive or inferential statistical calculations so that it can be conclusion is drawn whether or not the hypothesis formulated is proven.

## Location and Time of Research

The research was conducted on employees in all supervising work units of the BRI Pekanbaru Lancang Kuning Branch Office located in the city of Pekanbaru, while the offices for the Pekanbaru Lancang Kuning Branch Office (main work unit) are located at BRI Tower Floors 1-2 Jl. Gen. Sudirman Tengkerang Tengah, Marpoyan Damai District, Pekanbaru City, Riau Province. The time of implementation carried out by researchers in order to obtain more accurate data, this research activity was carried out in approximately six months ( $\pm 6$  months) according to research needs.

## Types and Sources of Data

Source of data used in this research is primary data. According to Sugiyono (2019: 194) that primary data is a source of data that directly provides data to data collectors. Primary data collection techniques obtained usually obtained through questionnaires or data from interviews with researchers sources so that they get data in the form of answers obtained from questionnaire distributed to respondents. So that researchers get information directly from the source, namely the respondent, through filling out a questionnaire by the respondent.

## Data Collection Methods

This study used data collection methods in the form of a questionnaire or questionnaire. According to Sugiyono (2019:199), a questionnaire is a technique data collection is done by providing a set questions or written statements to respondents to answer. The measurement scale used in this study is by using Likert scale models. According to Sugiyono (2019: 146) that the Likert scale is used for measuring attitudes, opinions, and perceptions of a person or group of people about social phenomenon. The questionnaire distributed in this study is by using a Likert scale, namely by describing the variables to be measured be a variable indicator. Measurements for independent, dependent, and intervening variables that use scoring techniques to assign a value to each alternative answer so it can be calculated. Item scoring must pay attention to the nature of the statement. For positive statements, answer "very agree" should be given the highest weight. Instead the answer "strongly agree" to Negative statements should be given the least weight. For a positive statement, a score of 5 The answer choices include:

- Strongly agree (SS) = score 5
- Agree (S) = score 4
- Disagree (KS) = score 3
- Disagree (TS) = score 2
- Strongly disagree (STS) = score 1

For negative statements, the scores of the 5 answer choices include:

- Strongly disagree (STS) = score 5
- Disagree (TS) = score 4
- Disagree (KS) = score 3
- Agree (S) = score 2
- Strongly agree (SS) = score 1

## Variable Operational Definitions

In a study there are variables which are the problems that exist in research (Ahmad et al., 2023). The definition of research variable according to Sugiyono (2020: 68) is a characteristic or attribute of an individual or organization that can be measured or observed which has certain variations determined by the researcher to be used as a lesson and then conclusions are drawn.

Research variables must be measurable according to the commonly used scale. A clearer description of the research variables is presented in the following table:

**Table 2. Research Variables and Operational Definitions of Variables**

Variable	Definition	Indicator	Score Scale
Work Discipline (X1)	Work discipline is an attitude of respect, obedience to regulations that apply well written or unwritten rules	- Attendance rate - How to work - Obedience to superiors - Consciousness works - Responsibility (Agustini, 2019:104)	Using a Likert scale of 1-5 with the agree-disagree scale technique
Work Motivation (X2)	Work motivation is one factor most important in any endeavor a group of people working together for achieve a certain goal	- Physiological needs - The need for security - Social needs or a sense of belonging - Self-esteem needs - Self-actualization needs (Mangkunegara, 2017:101)	Using a Likert scale of 1-5 with the agree-disagree scale technique
Career Development (X3)	Career development is a process in improving and increasing the ability of an employee to achieve the goals and objectives of his career in the company	- Work performance - Training - Educational background - Organization policy - Work experience - Loyalty to the organization (Study et al. 2018)	Using a Likert scale of 1-5 with the agree-disagree scale technique
Employee Performance (Y)	Performance is a process or work result produced by employees through several aspects and performance factors that must be passed in achieving the stages with the aim of improving employee performance.	- Use of time at work - Quality - Quantity - Collaboration with colleagues (Mashun in Jumiyati & Harumi, 2018)	Using a Likert scale of 1-5 with the agree-disagree scale technique
Organizational Culture (Z)	Organizational culture is a set of assumptions or a system of beliefs, values and norms developed within the organization that serves as a guideline for behavior its members to address issues of external adaptation and integration internal.	- integrity - Professional - Trusts - Innovations - Customer centric (SK. Nokep. BRI: S.07-DIR/KHC/01/2018, dated 04-01-2018)	Using a Likert scale of 1-5 with the agree-disagree scale technique

## Determination of Population and Sample

According to Sugiyono (2019: 126) that the population is a generalization area consists of: objects/subjects that have a certain quantity and characteristics determined by the researcher to be studied and then withdrawn in conclusion. The population in this study are all employees who work in the supervision work unit of PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning position March 31, 2023 totaling 176 (one hundred seventy-six) permanent employees consisting of:

- Pekanbaru Lancang Kuning Branch Office as many as 57 (fifty-seven) people
- BRI Unit Sudirman as many as 13 (thirteen) people
- BRI Unit Juanda as many as 11 (eleven) people
- BRI Unit Rumbai as many as 13 (thirteen) people
- BRI Kodim Market Unit as many as 10 (ten) people
- BRI Cloth Folding Units for 11 (eleven) people
- BRI Unit Marpoyan as many as 14 (fourteen) people
- BRI Sail Market Unit as many as 9 (nine) people
- BRI Unit Tangkerang as many as 9 (nine) people
- BRI Bukit Barisan Unit with 12 (twelve) people
- BRI Unit Tanjung Rhu as many as 9 (nine) people
- BRI Sungai Pagar Unit as many as 8 (eight) people



## Multiple Regression Analysis

According to Sugiyono (2018: 307) Multiple linear regression is used by researchers to predict how the situation (rising and falling) of the dependent variable or multiple linear regression is carried out if the number of independent variables is at least two. The application of the multiple linear regression method uses more than one variable, which has one dependent variable. The multiple linear regression analysis model obtained the following equation:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information :

- Y = Employee performance
- X<sub>1</sub> = Work discipline
- X<sub>2</sub> = Work motivation
- X<sub>3</sub> = Career development
- a = Constant (value Y' if X<sub>1</sub>, X<sub>2</sub> .. X<sub>n</sub> = 0)
- b = Regression coefficient (value of increase or decrease)
- e = Error (error)

## Questionnaire Design

The questionnaire is a number of questions or written statements used to obtain information from respondents. Questionnaires can be closed or open questions or statements. The questionnaire design that the researcher made was a closed questionnaire answers are limited or have been determined by the researcher. The number of questionnaires is determined based on research variable indicators. The questionnaire consists of 77 statements which consists of 12 statements regarding work discipline, 15 statements regarding work motivation, 8 statements regarding career development, 16 statements regarding employee performance, and 26 statements regarding organizational culture with detailed recapitulations as follows:

**Table 3. Questionnaire Design**

No	Research variable	Variable Indicator	Number of Statements
1	Work Discipline	Attendance rate	3
		How to work	3
		Obedience to superiors	2
		Consciousness works	2
		Responsibility	2
2	Work motivation	Physiological needs	3
		The need for security	3
		Social needs or a sense of belonging	4
		Self-esteem needs	2
		Self-actualization needs	3
3	Career development	Work performance	1
		Training	2
		Educational background	1
		Organization policy	2
		Work experience	1
4	Employee Performance	Loyalty to the organization	1
		Use of time at work	3
		Quality	4
		Quantity	4
		Collaboration with colleagues	5
5	Organizational culture	integrity	9
		Professional	4
		Trusts	4
		Innovations	5
		Customer Centric	4
Amount			77

## 4. RESULT AND DISCUSSION

### General Description of the Research Object

Branch Office BRI Pekanbaru Lancang Kuning was established based on a Branch Opening Permit No. S.33-DIR/JBR/06/2011 dated June 20 11 which was an upgrade in status from KCP (Sub-branch Office) BRI Imam Munandar to Branch Office BRI Imam Munandar and changed its name to Lancang Kuning which began operating on 01 November 2019. Location The office is located at BRI Bank Pekanbaru Tower floors 1-2 Jalan Sudirman No. 12 Tangkerang Tengah Village, Marpoyan Damai District, Pekanbaru City, Riau Province.

### Research Result

The researcher distributed questionnaires to 123 respondents starting from June 5 2023 and finished on June 27 2023. The characteristics of the respondents at the Pekanbaru Lancang Kuning Branch Office were:

**Table 4. Characteristics of Respondents**

No	Characteristics	Amount	Percentage (%)
1	Gender		
	a. Man	81 people	66%
	b. Woman	42 people	34%
	Amount	123 people	100%
2	Last education		
	a. SENIOR HIGH SCHOOL	3 people	2%
	b. D3	10 people	8%
	c. S1	110 people	89%
	Amount	123 people	100%
3	Age		
	a. 21 - 30 years	62 people	50%
	b. 31 - 40 years	49 people	40%
	c. 41 - 50 years	11 people	9%
	d. 51 - 56 years	1 person	1%
	Amount	123 people	100%

The demographic data of the respondents above shows that there are 81 male or 66% male and 42 female or 34% female, so that the total number of respondents is 123 people. The last education of the 123 respondents consisted of 3 people or 2% with senior high school education, 10 people or 8% with D3 education, 110 people or 89% most of all respondents with Bachelor degree (S1) education. The age of the most respondents was 62 people or 50% were between the ages of 21 to 30 years, as many as 49 people or 40% were between the ages of 31 to 40 years, as many as 11 people or 9% were between the ages of 41 to 50 years , and 1 person is in the age range of 51 years to 56 years. The following is a summary of the results of the descriptive analysis of the independent variables namely Work Discipline (X<sub>1</sub> ), Work Motivation (X<sub>2</sub> ), Career Development (X<sub>3</sub> ) with the intervening variable namely Organizational Culture (Z). This study used a sample of 123 respondents. Description of the research variables as follows:

**Table 5. Descriptive statistics**

Descriptive Statistics	N	Minimum	Maximum	Means	Std. Deviation
Work Discipline	123	37	60	56,80	4,301
Work motivation	123	45	75	67,31	6,563
Career development	123	24	40	35,75	3,972
Employee Performance	123	48	80	72,54	7,596
Organizational culture	123	78	124	102,59	11,086
Valid N (listwise)	123				

Source: SPSS processed data results



The results of the descriptive statistical calculations in table 5 above can be explained as follows: The Work Discipline variable with an average value of 56.80 is greater with a standard deviation of 4.301 which indicates a homogeneous distribution of data. Work motivation variable with an average value of 67.31 is greater than the standard deviation of 6.563, meaning that the data distribution is homogeneous. The Career Development variable with an average value of 35.75 is greater than the standard deviation of 3.972, meaning that the data distribution is homogeneous. Employee Performance Variable with an average value of 72.54 greater than the standard deviation of 7.596 means that the data distribution is homogeneous. Organizational Culture variable with an average value of 102.59 is greater than the standard deviation of 11.086, meaning that the data distribution is homogeneous.

### Validity and Reliability Test Results

Validity testing was used to measure the validity or invalidity of the questionnaire statements distributed to 123 respondents. The questionnaire is declared valid if the statements in the questionnaire are able to reveal something that can be measured. Follow \_ validity test results on all variables namely Work Discipline (X 1 ), Work Motivation (X 2 ), Career Development (X 3 ), Employee Performance (Y), and Organizational Culture (Z).

**Table 6. Work Discipline Validity Test Results**

Statement	Calculated r value	Value r table	Conclusion
Statement 1	0.770	0.1496	valid
Statement 2	0.509	0.1496	valid
Statement 3	0.763	0.1496	valid
Statement 4	0.766	0.1496	valid
Statement 5	0.783	0.1496	valid
Statement 6	0.636	0.1496	valid
Statement 7	0.835	0.1496	valid
Statement 8	0.884	0.1496	valid
Statement 9	0.884	0.1496	valid
Statement 10	0.837	0.1496	valid
Statement 11	0.763	0.1496	valid
Statement 12	0.782	0.1496	valid

Source: SPSS processed data results

The results of the validity test of the Work Discipline variable (X 1 ) show that the value of r is calculated from the statement 1 sd. statement 12 has a calculated score greater than r table of 0.1496 so it can be concluded that the statement used is valid .

**Table 7. Work Motivation Validity Test Results**

Statement	Calculated r value	Value r table	Conclusion
Statement 1	0.619	0.1496	valid
Statement 2	0.665	0.1496	valid
Statement 3	0.603	0.1496	valid
Statement 4	0.872	0.1496	valid
Statement 5	0.807	0.1496	valid
Statement 6	0.709	0.1496	valid
Statement 7	0.682	0.1496	valid
Statement 8	0.637	0.1496	valid
Statement 9	0.725	0.1496	valid
Statement 10	0.704	0.1496	valid
Statement 11	0.766	0.1496	valid
Statement 12	0.573	0.1496	valid
Statement 13	0.754	0.1496	valid
Statement 14	0.672	0.1496	valid
Statement 15	0.745	0.1496	valid

Source: SPSS processed data results

The results of the validity test of the Work Motivation variable (X 2 ) show that the value of r is calculated from the statement 1 sd. statement 15 has a calculated score greater than r table of 0.1496 so it can be concluded that the statement used is valid.

**Table 8. Career Development Validity Test Results**

Statement	Calculated r value	Value r table	Conclusion
Statement 1	0.847	0.1496	valid
Statement 2	0.851	0.1496	valid
Statement 3	0.862	0.1496	valid
Statement 4	0.829	0.1496	valid
Statement 5	0.840	0.1496	valid
Statement 6	0.815	0.1496	valid
Statement 7	0.909	0.1496	valid
Statement 8	0.481	0.1496	valid

Source: SPSS processed data results

The results of the validity test of the Career Development variable (X 3 ) show that the value of r is calculated from the statement 1 sd. statement 8 has a calculated score greater than r table of 0.1496 so it can be concluded that the statement used is valid.

**Table 9. Employee Performance Validity Test Results**

Statement	Calculated r value	Value r table	Conclusion
Statement 1	0.891	0.1496	valid
Statement 2	0.887	0.1496	valid
Statement 3	0.690	0.1496	valid
Statement 4	0.800	0.1496	valid
Statement 5	0.921	0.1496	valid
Statement 6	0.807	0.1496	valid
Statement 7	0.899	0.1496	valid
Statement 8	0.821	0.1496	valid
Statement 9	0.620	0.1496	valid
Statement 10	0.763	0.1496	valid
Statement 11	0.753	0.1496	valid
Statement 12	0.689	0.1496	valid
Statement 13	0.755	0.1496	valid
Statement 14	0.792	0.1496	valid
Statement 15	0.845	0.1496	valid
Statement 16	0.678	0.1496	valid

Source: SPSS processed data results

The results of the validity test of the Employee Performance variable (Y) show that the value of r is calculated from statements 1 to. statement 16 has a calculated score greater than r table of 0.1496 so it can be concluded that the statement used is valid.

**Table 10. Organizational Culture Validity Test Results**

Statement	Calculated r value	Value r table	Conclusion
Statement 1	0.491	0.1496	valid
Statement 2	0.522	0.1496	valid
Statement 3	0.653	0.1496	valid
Statement 4	0.640	0.1496	valid
Statement 5	0.708	0.1496	valid
Statement 6	0.583	0.1496	valid
Statement 7	0.206	0.1496	valid
Statement 8	0.684	0.1496	valid
Statement 9	0.514	0.1496	valid
Statement 10	0.608	0.1496	valid
Statement 11	0.159	0.1496	valid
Statement 12	0.646	0.1496	valid
Statement 13	0.410	0.1496	valid
Statement 14	0.521	0.1496	valid

Statement 15	0.583	0.1496	valid
Statement 16	0.673	0.1496	valid
Statement 17	0.522	0.1496	valid
Statement 18	0.560	0.1496	valid
Statement 19	0.743	0.1496	valid
Statement 20	0.329	0.1496	valid
Statement 21	0.745	0.1496	valid
Statement 22	0.745	0.1496	valid
Statement 23	0.558	0.1496	valid
Statement 24	0.722	0.1496	valid
Statement 25	0.671	0.1496	valid
Statement 26	0.696	0.1496	valid

Source: SPSS processed data results

The results of the validity test of the Organizational Culture variable (Z) show that the value of r is calculated from the statement 1 sd. statement 26 has a calculated score greater than r table of 0.1496 so it can be concluded that the statement used is valid.

Reliability testing is closely related to accuracy and consistency. The questionnaire is declared reliable if Cronbach's alpha > 0.6 and the following are the results of the reliability test of all variables:

**Table 11. Data Reliability Test Results**

Variable	Cronbach's Alpha value	Reliable	Conclusion
Work Discipline (X 1 )	0.905	0.60	Reliable
Work Motivation (X 2 )	0.922	0.60	Reliable
Career Development (X 3 )	0.908	0.60	Reliable
Employee Performance (Y)	0.888	0.60	Reliable
Organizational Culture (Z)	0.956	0.60	Reliable

Source: SPSS processed data results

Based on the table of data reliability test results from the variables Work Discipline (X 1 ), Work Motivation (X 2 ), Career Development (X 3 ), Employee Performance (Y), and Organizational Culture (Z) shows the Cronbach's Alpha value is greater than 0, 6 so that it can be concluded that the statements in the questionnaire instrument are reliable.

### Results of Multiple Regression Analysis

Implementation of research using multiple linear regression analysis aims to determine how much influence Work Discipline, Work Motivation, and Career Development on Employee Performance with Organizational Culture as an intervening variable. The results of multiple linear regression analysis are as follows:

**Table 12. Test Results of Multiple Linear Regression Analysis Model 1**

Model	Unstandardized Coefficients B	std. Error	Standardized Coefficients Betas	t	Sig.	Collinearity Statistics tolerance	VIF
(Constant)	22,936	9,289		2,469	,015		
1 X1	,803	,224	,012	2,133	,000	,516	1,938
X2	,519	,199	,307	2,604	,000	,279	3,583
X3	,982	,324	,465	4,001	,000	,288	3,471

Dependent Variable: Organizational Culture (Z)

Source: SPSS processed data results

Based on table 4.13 above, the results of the multiple linear regression analysis are :

$$Y = 22.936 + 0.803 X_1 + 0.519 X_2 + 0.982 X_3$$

From these equations can be explained as follows: The constant value (a) of 22.936 (positive coefficient) states that if Work Discipline, Work Motivation, Career Development do not change or equal to 0, then Organizational Culture increases by 22.936 units. The value of the X1 variable , namely Work Discipline, has a multiple regression coefficient of 0.803 which indicates that the Work Discipline variable (X1 ) has a positive effect on the Organizational Culture variable (Z). This means that if Work Discipline (X 1 ) is increased then the Organizational Culture variable (Z) will increase by 0.803. The value of the X2 variable , namely Work Motivation, has a multiple regression coefficient of 0.519 which indicates that the Work Motivation variable (X2 ) has a positive effect on Organizational Culture (Z). This means that if Work Motivation (X 2 ) is increased then Organizational Culture variable (Z) will increase by 0.519. The value of the variable X 3, namely Career Development, has a multiple regression coefficient of 0.982 which indicates that the variable Career Development (X 3 ) has a positive effect on Organizational Culture (Z). This means that if Career Development (X 3 ) is increased then Organizational Culture variable (Z) will increase by 0.982.

**Table 13. Test Results of Multiple Linear Regression Analysis Model 2**

Model	Unstandardized Coefficients B	std. Error	Standardized Coefficients Betas	t	Sig.	Collinearity Statistics tolerance	VIF
(Constant)	8,097	3,529		2,295	,024		
1 X1	,332	,083	,188	4,000	,000	,516	1,938
X2	,286	,076	,247	3,763	,000	,264	3,787
X3	,756	,128	,395	5,905	,000	,254	3,938
Z	,152	,034	,221	4,461	,000	,463	2,160

a. Dependent Variable: Employee Performance

Source: SPSS processed data results

Based on table 4.14 above, the results of the multiple linear regression analysis are :

$$Y = 8.097 + 0.332 X_1 + 0.286 X_2 + 0.756 X_3 + 0.152 Z$$

From these equations can be explained as follows: The constant value (a) of 8.097 (positive coefficient) states that if Work Discipline, Work Motivation, Career Development do not change or equal to 0, then Employee Performance (Y) increases by 8.097 units. The value of the X1 variable , namely Work Discipline, has a multiple regression coefficient of 0.332 which indicates that the Work Discipline variable (X1 ) has a positive effect on the Employee Performance variable (Y). This means that if Work Discipline (X 1 ) is increased then the Employee Performance variable (Y) will increase by 0.332. The value of the X2 variable , namely Work Motivation, has a multiple regression coefficient of 0.286 which indicates that the Work Motivation variable (X2 ) has a positive effect on Employee Performance (Y). This means that if Work Motivation (X 2 ) is increased then the Employee Performance variable (Y) will increase by 0.286. The value of the variable X 3, namely Career Development, has a multiple regression coefficient of 0.756 which indicates that the variable Career Development (X 3 ) has a positive effect on Employee Performance (Y). This means that if Career Development (X 3 ) is increased then the Employee Performance variable (Y) will increase by 0.756. The value of the intervening variable, namely Organizational Culture, has a multiple regression coefficient of 0.152 which indicates that the Organizational Culture variable has a positive effect on Employee Performance (Y). This means that if Organizational

Culture (Z) is increased then the Employee Performance variable (Y) will increase by 0.152.

## **Discussion**

### **Effect of Work Discipline (X1 ) on Organizational Culture (Z)**

The test results show that the t-count value of the Work Discipline variable (X 1 ) is based on table 5.8 - Model 1 Multiple Linear Regression Test Results of 2.133 > from the t-table of 0.6765 and the significant value of the Work Discipline variable (X 1 ) on Organizational Culture (Z) is 0.000 < sig. 0.05. This proves that Work Discipline (X 1 ) has a positive and significant effect on Organizational Culture (Z) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The results of this study are in line with previous research by Dinda Genta Wicara (2022) which states that organizational culture has a significant effect on the work discipline of employees of PT Timur Jaya Pekanbaru. Implementation of Organizational Culture properly will increase the achievement of indicators in employee work discipline which include attendance levels, work procedures, obedience to superiors, work awareness, and responsibility for work.

### **Effect of Work Motivation (X 2 ) on Organizational Culture (Z)**

The test results show that the t-count value of the Work Motivation variable (X 2 ) is based on table 5.8 - Model 1's Multiple Linear Regression Test Results of 2.604 > from the t-table of 0.6765 and the significant value of the Work Motivation variable (X 2 ) on Organizational Culture (Z) is 0.000 < sig. 0.05. This proves that Work Motivation (X 2 ) has a positive and significant effect on Organizational Culture at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The results of this study are in line with previous research by Wiwien Jumadi (2023) which stated that organizational culture has a significant effect on the work motivation of employees of the Agriculture Office of the City of Tidore Islands. Likewise the results of previous research by Alfred Lasarudin (2021) which stated that organizational culture influences work motivation, which means that the stronger the organizational culture can increase employee motivation. Organizational culture will increase employee motivation to fulfill physiological needs, safety needs, social or belonging needs, self-esteem needs, and self-actualization needs so that companies can maximize employee potential to achieve work unit targets.

### **The Effect of Career Development (X 3 ) on Organizational Culture (Z)**

The test results show that the t-count value of the Career Development variable (X 3 ) is based on table 5.8 - Model 1 Multiple Linear Regression Test Results of 4.001 > from the t-table of 0.6765 and the significant value of the Career Development variable (X 3 ) on Organizational Culture (Z) is 0.000 < sig. 0.05. This proves that Career Development (X 3 ) has a positive and significant effect on Organizational Culture (Z) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The results of this study are in line with previous research by Dwi Oktariani (2020) which stated that Organizational Culture and Career Development simultaneously have a significant effect on employee work commitment. feelings that lead to loyalty. These two variables simultaneously will result in being a determining factor for employees to

commit. Organizational culture and career development are influencing factors employee performance. With organizational culture good, then the attitude of employees will continue to change to better directions that can make employees easily develop their careers based on work performance, training, educational background, organizational policies, work experience, and loyalty to the organization .

### **Effect of Work Discipline (X 1 ) on Employee Performance (Y)**

The test results show that the t-count value of the Work Discipline variable (X 1 ) is based on table 5.9 - Model 2 Multiple Linear Regression Test Results of 4,000 > from the t-table of 0.6765 and the significant value of the Work Discipline variable (X 1 ) on Employee Performance (Y) is 0.000 < sig. 0.05. This proves that Work Discipline (X 1 ) has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The results of this study are in line with previous research by Bershinta Tarigan (2021) which states that Discipline has a positive effect on employee performance and research an. Devi Dwi Jayanti (2020) which states that Work Discipline has a positive and significant effect on employee performance at the BKKBN Representative Office in Sumatra Province North. Discipline can affect employee performance due to: have high work discipline, an employee will carry out the task and work effectively and efficiently so that employee performance can be better increase and will have an impact on the achievement of company goals.

### **Effect of Work Motivation (X2 ) on Employee Performance (Y)**

The test results show that the t-count value of the Work Motivation variable (X 2 ) is based on table 5.9 - Model 2 Multiple Linear Regression Test Results of 3.763 > from the t-table of 0.6765 and the significant value of the Work Motivation variable (X 2 ) on Employee Performance (Y) is 0.000 < sig. 0.05. This proves that Work Motivation (X 2 ) has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The results of this study are in line with previous research by Panji Pramuditha (2019) which states that career development and motivation have a positive effect on performance at the National Bank in Indonesia, both partially and simultaneously. Likewise the results of research by Ali Muhajir (2019) which states that motivation has a direct effect on employee performance through job satisfaction at PT. Gresik Natural Partners. The effect of motivation on employee performance is very large Employees become more enthusiastic at work so they can improve employee performance. Those with high work motivation have the potential to achieve during their working lives, and vice versa, those who are less motivated tend to be less in terms of work performance. Employee motivation can come from within or outside of themselves.

### **Effect of Career Development (X3 ) on Employee Performance (Y)**

The test results show that the t-count value of the Career Development variable (X 3 ) is based on table 5.9 - Model 2 Multiple Linear Regression Test Results of 5.905 > from the t-table of 0.6765 and the significant value of the Career Development variable (X 3 ) on Employee Performance (Y) is 0.000 < sig. 0.05. This proves that Career Development (X3 )



has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The results of this study are in line with previous research by Devi Dwi Jayanti (2020) which states that Career Development has a positive and significant effect on employee performance at the BKKBN Representative Office, North Sumatra Province. Condition shows that with career development, employees feel there is certainty in their future career achieved in the future so that it is balanced by contributing optimal performance.

#### **The Effect of Organizational Culture (Z) on Employee Performance (Y)**

The test results show that the t-count value of the Organizational Culture variable (Z) is based on table 5.9 - Model 2 Multiple Linear Regression Test Results of 4.461 > from the t-table of 0.6765 and the significant value of Organizational Culture (Z) variable on Employee Performance (Y) of 0.000 < sig. 0.05. This proves that Organizational Culture (Z) has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The results of this study are in line with previous research by Alfred Lasarudin (2021) which stated that organizational culture influences employee performance, which means that the stronger the organizational culture in the organization can improve employee performance. A strong organizational culture will support performance development and motivate employees to achieve common goals. In the end it will shape employee behavior in a certain direction as desired by the company .

#### **The Effect of Work Discipline (X 1 ) on Employee Performance (Y) With Organizational Culture Variable (Z) As Intervening Variable**

The results of the Sobel test showed that the t-value was 1.265 > from the t-table of 0.6765 and a significant value of 0.000 < the sig value. 0.05 describes the variable Work Discipline (X 1 ) has a positive and significant effect on the Employee Performance variable (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with the variable Organizational Culture (Z) as the intervening variable.

#### **The Effect of Work Motivation (X 2 ) on Employee Performance (Y) With Organizational Culture Variable (Z) as Intervening Variable**

The results of the Sobel test showed that the t-count value was 2.143 > from the t-table of 0.6765 and a significant value of 0.000 < the sig value. 0.05 describes the variable Work Motivation (X 2 ) has a positive and significant effect on the Employee Performance variable (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with the variable Organizational Culture (Z) as the intervening variable.

#### **The Effect of Career Development (X 3 ) On Employee Performance (Y) With Organizational Culture Variable (Z) As Intervening Variable**

The results of the Sobel test showed that the t-value was 2.696 > from the t-table of 0.6765 and a significant value of 0.000 < the sig value. 0.05 describes the variable Career Development (X 3 ) has a positive and significant effect on the Employee Performance variable (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with the variable Organizational Culture (Z) as the intervening variable.

## **5. CONCLUSIONS**

Based on the results of research conducted by researchers with the title "The Influence of Work Discipline, Work Motivation, Career Development on Employee Performance with Organizational Culture as an Intervening Variable at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning "then the conclusions are: The value of the variable X 1 , namely Work Discipline, has a positive multiple regression coefficient of 0.803 and the t value is calculated equal to 2.133 > from the t table value of 0.6765 indicates that the Work Discipline variable (X 1 ) has a positive and significant effect on the Organizational Culture variable (Z). This means that if Work Discipline (X 1 ) is increased, the Organizational Culture variable (Z) will also increase at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.

The value of the variable X 2 , namely Work Motivation, has a positive multiple regression coefficient of 0.519 and a calculated t value of 2.604 > from t table of 0.6765 indicates that Work Motivation (X 2 ) has a positive and significant effect on Organizational Culture variable (Z) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. This means that if Work Motivation (X 2 ) is increased, the Organizational Culture variable (Z) will also increase at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The value of the variable X 3 , namely Career Development, has a positive multiple regression coefficient of 0.982 and a calculated t value of 4.001 > from t table of 0.6765 indicates that Career Development (X 3 ) has a positive and significant effect on Organizational Culture (Z) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. This means that if Career Development (X 3 ) is increased, the Organizational Culture variable (Z) will also increase at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.

The value of the variable X 1 , namely Work Discipline, has a positive multiple regression coefficient of 0.332 and a calculated t value of 4.000 > from t table of 0.6765 indicates that Work Discipline (X 1 ) has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. This means that if Work Discipline (X 1 ) is increased then the Employee Performance variable (Y) will also increase at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The value of the variable X 2 , namely Work Motivation, has a positive multiple regression coefficient of 0.286 and a calculated t value of 3.763 > from t table of 0.6765 indicates that Work Motivation (X 2 ) has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. This means that if Work Discipline (X 1 ) is increased then the Employee Performance variable (Y) will also increase at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.

The value of the variable X 3 , namely Career Development, has a positive multiple regression coefficient of 0.756 and a calculated t value of 5.905 > from t table of 0.6765 indicates that Career Development (X 3 ) has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.

This means that if Work Discipline (X 1 ) is increased then the Employee Performance variable (Y) will also increase at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning. The value of the intervening variable, namely Organizational Culture, has a positive multiple regression coefficient of 0.152 and a calculated t value of 4.461 > from t table of 0.6765 indicates that Organizational Culture (Z) has a positive and significant effect on Employee Performance (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning.

Testing the direct influence path for the Work Discipline variable (X 1 ) shows a t value of 1.265 > from t table of 0.6765 and a significant value of 0.000 < the sig value. 0.05 indicates that the variable Work Discipline (X 1 ) has a positive and significant effect on the Employee Performance variable (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with the variable Organizational Culture (Z) as the intervening variable. Testing the path of direct influence for the variable Work Motivation (X 2 ) shows a calculated t value of 2.143 > from t table of 0.6765 and a significant value of 0.000 < sig. 0.05 indicates that the variable Work Motivation (X 2 ) has a positive and significant effect on the Employee Performance variable (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with the variable Organizational Culture (Z) as the intervening variable. Direct influence path testing for the Career Development variable (X 3 ) shows a t-value of 2.696 > from t table of 0.6765 and a significant value of 0.000 < the sig value. 0.05 indicates that the Career Development variable (X 3 ) has a positive and significant effect on the Employee Performance variable (Y) at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning with the variable Organizational Culture (Z) as the intervening variable.

### Suggestion

After doing research at PT. PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning , then the suggestions that can be given based on the results of this study are: For PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning in upholding discipline to all employees, both superiors and subordinates, should be fair, especially with regard to the level of attendance of employees who have not/not been on time. With the enforcement of good work discipline within the company, it can improve employee performance in carrying out the duties and responsibilities given by the company.

Employees who are direct superiors at PT. Bank Rakyat Indonesia Branch Office Pekanbaru Lancang Kuning Those who have sufficient work experience should be able to provide motivation, guidance, input and evaluation to their subordinate employees so that they are motivated to work together in achieving individual and work unit targets. The implementation of career development for employees should be adjusted to the field of work, achievement/performance results, or assessment of attitude or other abilities possessed by each employee so that it is expected that employee performance will also increase. Career development is also something that must be considered by the company in order to provide transparent information regarding promotion and must be fair in selecting employees for promotion.

Improving employee performance, among other things, can be done by the company always reminding employees of the

importance of quantity and quality at work, then the company should always evaluate employee performance where the results will be used as evaluation material so that employee performance can be improved even better. The management should better socialize the company's organizational culture to employees. If the core values of the organization/company can be clearly understood and widely accepted, employees will of course know better what to do and what is expected of them, so that employees will always be able to act quickly to overcome various problems at work. In addition, employees will also provide greater loyalty to the company if the company has a strong organizational culture and makes the maximum contribution to achieving individual employee performance and company performance.

In this study the authors only examined several factors including work discipline, work motivation, career development which affect employee performance with organizational culture as an intervening variable. Therefore, further research is needed on other factors that influence and contribute greatly to improving employee performance.

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