

EMPLOYEE PERFORMANCE INFLUENCED BY COMPANY CULTURE AND WORK DISCIPLINE, AND MOTIVATION AS AN INTERVENING VARIABLE IN EDUCATION CONSULTANTS PT MENTARIBOOKS INDONESIA

Ervan Ali Mahmud¹, Fathorrahman², Theresia Pradiani³

^{1, 2, 3} Institut Teknologi dan Bisnis ASIA, Malang, Indonesia

¹ ervan.am94@gmail.com, ² faturrahman@asia.ac.id, ³ theresia.pradiani@asia.ac.id

Abstract

Employee performance is an indicator of the quality of human resources (HR) to determine the level of achievement of a department's results related to the organization's vision and to determine the positive and negative effects of operational policies taken and then reported to interested parties for evaluation purposes. The purpose of the research was carried out by educational consultants PT. Mentaribooks aims to see whether there is an influence between company culture and work discipline on employee performance through motivation as an intervening variable. This type of research is quantitative research. The sampling method was a saturated sampling method with the number of respondents being 58 employees of the education consultant section of PT Mentaribooks Indonesia. The data processing method uses multiple linear regression, t test and Sobel test. The research results show that there is a significant influence between company culture and work discipline on performance. Motivation also has a significant influence on performance. The results of the Sobel test also show that motivation also mediates the influence of company culture and work discipline on performance.

Keywords: Company Culture, Discipline, Motivation, Performance

Abstrak

Kinerja karyawan merupakan indikator kualitas sumber daya manusia (SDM) untuk mengetahui tingkat pencapaian hasil suatu departemen yang terkait dengan visi organisasi dan untuk mengetahui efek positif dan negatif dari kebijakan operasional yang diambil untuk kemudian dilaporkan ke pihak yang berkepentingan untuk tujuan evaluasi. Tujuan penelitian yang dilakukan kepada konsultan pendidikan PT. Mentaribooks adalah untuk melihat apakah terdapat pengaruh antara budaya perusahaan, disiplin kerja terhadap kinerja karyawan melalui motivasi sebagai variabel intervening. Jenis penelitian ini adalah penelitian kuantitatif. Metode pengambilan sampel adalah metoda sampling jenuh dengan jumlah responden 58 karyawan bagian konsultan pendidikan PT Mentaribooks Indonesia. Metode pengolahan data menggunakan regresi linear berganda, uji t dan uji sobel. Hasil penelitian menunjukkan terdapat pengaruh yang signifikan antara budaya perusahaan dan disiplin kerja terhadap kinerja. Motivasi juga memberikan pengaruh yang signifikan terhadap kinerja. Hasil uji sobel juga menunjukkan bahwa motivasi juga memediasi pengaruh budaya perusahaan dan disiplin kerja terhadap kinerja.

Kata Kunci: Budaya Perusahaan, Disiplin, Motivasi, Kinerja



© Author(s) 2025

This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

INTRODUCTION

Every business must improve its competitiveness and performance to stay relevant and competitive in the market in an era of increasingly tight business competition. Human resources (HR) are a very important factor that determines the success of a company, and are very important for every company, both institutions and companies. HR are people who are hired to drive, think, and plan to achieve company goals.

Employee performance is clearly an indicator of the quality of human resources (HR). To find out the level of achievement of a department's results related to the organization's vision and to find out the positive and negative effects of the operational policies taken, conditions known as performance or achievement must be known and informed to certain parties. The work results achieved by a person according to the requirements in a group are also called performance. According to Rivai and Basri, performance is the result or level of success of a person during a certain period in completing a task compared to various possibilities, such as work result standards, targets or goals, and criteria that have been agreed upon together. Various organizational factors, including work discipline, motivation, and corporate culture, influence this performance.

PT Mentaribooks Indonesia was established in 2001 and focuses on building superior Indonesian human resources (HR) through education through the integrated Mentariboks solution. Education Consultants at PT Mentari number 58 people and are spread throughout strategic areas of Indonesia. These education consultants have the most strategic role in supporting the achievement of company goals and ensuring that every service offered by Mentari can be accessed by every customer served. The company uses two approaches, namely quantitative and qualitative, to evaluate the performance of Mentari education consultants. This is measured in the form of KPIM, which is a key performance indicator and monitoring, consisting of two (two) assessment categories: sales target achievement and ASK, which means attitude, skills, and knowledge. Achievement of sales targets is focused on achieving sales targets based on targets set for each publisher. The company conducts ASK (attitude, skill and knowledge) measurements and assessments with two assessment sections, namely the Skill and knowledge section which carries out a presentation test by analyzing case studies provided by the Leader which is carried out every 3 months, and for the attitude section a VMC (vision, mission and culture) survey is carried out every month by the Leaders based on the daily observations of the relevant education consultant.

Education Consultants at PT Mentaribooks Indonesia are still constrained by the suboptimal achievement of indicators in the KPIM assessment, while to market the complex Mentari program and integrated solution requires good mastery of ASK (Attitude, Skill and Knowledge) skills. The second aspect, namely the results of the VMC survey, presentation tests and analyzing case studies

given by leaders and management, also have not shown results that are in accordance with the target as seen in the following table.

Table 1.1 Average KPIM Value Data 2023 & 2024

Tahun	Nilai rata-rata per periode					Target Nilai KPIM
	Tahap 1 (Oktober - Desember)	Tahap 2 (Januari - Maret)	Tahap 3 (April - Juni)	Tahap 4 (Juli - September)	TOTAL	
2023	73,3	79,5	78,2	80,9	78,0	85
2024	82,1	80,5	80,8		81,1	85
<i>Rata - rata Nilai KPIM</i>					79,6	85

Source: Secondary data Average KPIM Value of Marketing Staff of PT Mentari Indonesia Jakarta in 2023 & 2024

The performance of Mentari Education Consultants is certainly one aspect that is highly considered by the company, it takes a diligent, hard-working and disciplined person to become an expert Education Consultant and ready to help provide solutions to the needs and problems in the schools served and become a challenge in maintaining productivity and quality of service. The company must and continues to ensure that employees have an adequate level of work discipline, strong motivation, and work in a positive company culture. These three factors play an important role because each is considered to contribute significantly to improving employee performance.

Work motivation is an important factor that affects performance. According to Marliani, is important in working because without strong work motivation within oneself, work is easily shaken. This means that work motivation is something that can increase enthusiasm in doing work; without it, work will feel in vain. Employees who have high work motivation tend to be more enthusiastic in completing tasks and achieving company goals. Internal factors, such as job satisfaction, or external factors, such as awards and promotions, can provide motivation. PT Mentaribooks Indonesia has designed an effective motivation program to increase employee enthusiasm and loyalty. In an effort to build motivation for the Education Consultant team, Mentari has made several efforts such as mentoring, coaching, buddy systems for the Performance Development Program and providing embedded guidance from the team leader for marketing staff, retreat sessions and so on. Anoraga said that motivation, education and training, salary, technology, skills, and work discipline are aspects that impact performance.

How an employee behaves in the workplace is greatly influenced by the company culture, which consists of the values and norms held by the company. A positive company culture creates a pleasant working atmosphere, where employees feel valued and involved in achieving the company's goals. A company with a strong and harmonious culture can encourage more collaboration and adaptation among its employees.

In previous research, it was found that good work discipline would have an impact on employee performance, as stated by Rahayu and Indahingwati, but this differs from the results of the research by Muna & Isnowati¹ where it turns out that discipline does not affect employee performance, because the company applies more service to customers. Hidayat's research states that work motivation has no effect on employee performance. Of course, from these two studies, a gap was found that work discipline and work motivation do not always have an effect on employee performance.

Seeing the description above, the researcher is interested in studying "Employee Performance Influenced by Organizational Culture and Work Discipline, Motivation as an Intervening Variable on Employees of PT Mentari Books Indonesia Jakarta", This study aims to analyze how these three factors affect the performance of employees of PT Mentaribooks Indonesia. This study is expected to provide valuable input for companies in managing human resources more effectively, as well as helping to increase productivity and competitiveness amidst increasingly intensive industrial competition.

LITERATURE REVIEW

The first study by Triyono (2013) entitled "The Influence of Work Discipline, Work Motivation, and Work Environment on Employee Performance at PT. Bank Rakyat Indonesia (Persero) Tbk Head Office of Card and Digital Lending Division Jakarta". The results of the study indicate that the work discipline variable has a positive and significant effect on employee performance, the work motivation variable has a positive and significant effect on employee performance, the work environment variable has a positive and significant effect on employee performance. Work discipline, work motivation and work environment have a positive and significant effect, simultaneously on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk head office of card and digital lending division Jakarta.

The next research that the researcher studied was Rustiana et al.,² with the title "The Effect of Work Discipline on Employee Performance Through Work Motivation as an Intervening Variable (Study on Hotels in Pekanbaru)". Discipline has a positive and significant effect on motivation and performance. Motivation has a positive and significant effect on performance and Discipline has a positive and significant effect on performance with motivation as an intervening variable.

¹ Nailul Muna and Sri Isnowati, "Pengaruh Disiplin Kerja, Motivasi Kerja, dan Pengembangan Karier terhadap Kinerja Karyawan (Studi Pada PT LKM Demak Sejahtera)," *Jesya* 5, no. 2 (2022): 1119–30, <https://doi.org/10.36778/jesya.v5i2.652>.

² Rustiana et al., "Pengaruh Motivasi dan Kemampuan Kerja terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan JNE Express)," *Jurnal Pelita Ilmu* 15, no. 02 (2021): 106–16.

Research from Wijaya et al.,³ on the Concept of Key Performance Indicator, Financial Compensation, and Rewards: Boosting Employee Performance. The results of the study indicate that KPI has a significant influence on employee performance, as well as compensation and reward systems with sig values of 0.000; 0.008; 0.000 < 0.05 respectively. This conclusion underlines the importance of these elements in stimulating and maintaining superior performance. This study reveals that KPI, financial compensation, and reward systems play an important role in forming a work environment that encourages high performance at BPR Kawan Malang.

The next study reviewed is research from Yuningsih (2021) The Influence of Motivation, Discipline, and Work Environment on Employee Performance at PT Mitrapak Eramandiri. The results of this study indicate that motivation and discipline have a positive and significant effect on employee performance, while the work environment has no effect on employee performance at PT Mitrapak Eramandiri.

The next previous research was conducted by Muna & Isnowati⁴ on the Influence of Work Discipline, Motivation, and Career Development on Employee Performance at PT LKM Demak Sejahtera. This study is very interesting because the results of this study indicate that motivation and career development have a positive and significant effect, while work discipline has no effect on employees of PT LKM Demak Sejahtera.

Previous research that researchers studied was from Sanbowo et al.,⁵ which examines the Influence of Work Discipline, Work Stress, and Compensation on Employee Performance During the Covid-19 Pandemic (Case Study at PT. Sinarmas Multifinance Pangkalpinang. Based on the results of the Multiple Linear Regression analysis with regression tests, correlations, determinations and hypothesis testing, the results obtained are that work discipline has a positive and significant effect on employee performance, work stress has a positive and significant effect on employee performance, compensation has a positive and significant effect on employee performance, and work discipline, work stress, and compensation simultaneously have a significant effect on employee performance.

³ Candra Adi Wijaya et al., "Konsep Key Performance Indicator, Kompensasi Financial, Dan Penghargaan: Mendongkrak Kinerja Karyawan," *Journal of Trends Economics and Accounting Research* 4, no. 1 (2023): 36–45, <https://doi.org/10.47065/jtear.v4i1.850>.

⁴ Muna and Isnowati, "Pengaruh Disiplin Kerja, Motivasi Kerja, dan Pengembangan Karier terhadap Kinerja Karyawan (Studi Pada PT LKM Demak Sejahtera)."

⁵ Viorencia Brilianti Sanbowo et al., "Pengaruh Disiplin Kerja, Stres Kerja, Dan Kompensasi Terhadap Kinerja Karyawan Di Masa Pandemic Covid-19," *Jurnal Ekonomi Manajemen Dan Bisnis* 2, no. 2 (2022): 38–42, <https://doi.org/10.32815/jubis.v2i2.909>.

The next research I reviewed was from Christina et al.,⁶ on the Analysis of the Influence of Work Discipline, Leadership Style, and Training on Employee Performance at Satoria Manufacturing in Pasuruan. The test shows that work discipline has a positive and significant effect on employee performance, and leadership style has a positive and significant effect on employee performance. Training has an important positive effect on employee performance and having work discipline, leadership style, and education at the same time can have a significant impact on employee performance.

Research from Nursyifa et al.,⁷ with the title "The Influence of Organizational Culture, Human Resource Quality, Work Discipline on Employee Motivation and Performance". As a result, researchers and colleagues found that there is a relationship between the dependent variables of Employee Motivation and Performance (Y) with the independent factors of Organizational Culture (X1), Human Resource Quality (X2), and Work Discipline (X3). This is intended so that corporate culture can improve employee abilities, knowledge, and attitudes towards their work. Employee performance is greatly influenced by good human resources, performance will increase along with the increasing quality of human resources.

RESEARCH HYPOTHESIS

H: Corporate culture has a significant and positive direct influence on the performance of Education consultants at PT. MentariBooks Indonesia.

This hypothesis is based on the results of previous research conducted by Putri Nursyifa, Thalitha Syalasya, Vevi Julvina which found that As a result, researchers and colleagues found that there was a relationship between the dependent variable Employee Motivation and Performance (Y) with the independent factors of Organizational Culture (X1), HR Quality (X2), and Work Discipline (X3). This is intended so that corporate culture can improve employees' abilities, knowledge, and attitudes towards their work. Employee performance is greatly influenced by good human resources, performance will increase along with the increasing quality of human resources.

H2: Work discipline has a significant and positive direct effect on the performance of Education consultants at PT. MentariBooks Indonesia.

This hypothesis was made based on the results of research conducted by Euis Lestari Nurzakiah, Wenny Desty Febrian through their research on the Influence of Work Discipline, Motivation, and

⁶ Enge Christina et al., "Analisis Pengaruh Disiplin Kerja, Gaya Kepemimpinan, Dan Pelatihan Terhadap Kinerja Karyawan Satoria Manufacturing Di Pasuruan," *Jurnal Bisnis Dan Kewirausahaan* 19, no. 01 (2023): 1–12.

⁷ Putri Nursyifa et al., "Pengaruh Budaya Organisasi, Kualitas SDM, Disiplin Kerja Terhadap Motivasi Dan Kinerja Karyawan," *Jurnal Ekonomi, Akuntansi, Dan Manajemen* 1, no. 2 (2023): 48–59.

Compensation on Employee Performance (Study at PT Billy Indonesia) and the Research Results show that work discipline has a positive and significant effect on employee performance.

H3: Motivation has a significant and positive direct effect on the performance of the Education consultants of PT. Mentaribooks Indonesia.

The hypothesis that motivation has a significant and positive effect on performance is supported by previous research which also found that motivation has a positive effect on employee performance Euis Lestari Nurzakiah, Wenny Desty Febrian through their research on the Influence of Work Discipline, Motivation, and Compensation on Employee Performance (Study at PT Billy Indonesia).

H4: Corporate Culture has a significant and positive direct influence on the motivation of educational consultants at PT. Mentaribooks Indonesia.

This hypothesis is supported by research from Putri Nursyifa, Thalitha Syalasya, Vevi Julvina with the findings. The results, researchers and colleagues found that there was a relationship between the dependent variables of Employee Motivation and Performance (Y) with the independent factors of Organizational Culture (X1), HR Quality (X2), and Work Discipline (X3).

H5: Work discipline has a significant and positive direct influence on the motivation of educational consultants at PT. Mentaribooks Indonesia.

This hypothesis is based on research conducted by Euis Lestari Nurzakiah, Wenny Desty Febrian with the findings The research results show that work discipline has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and compensation has a positive and significant effect on employee performance.

H6: Corporate Culture has a significant and positive indirect effect on performance through motivation at educational consultants at PT. Mentaribooks Indonesia.

This hypothesis is based on research conducted by Putri Nursyifa, Thalitha Syalasya, Vevi Julvina on the Influence of Organizational Culture, HR Quality, Work Discipline on Employee Motivation and Performance with the finding that there is a relationship between the dependent variables of Employee Motivation and Performance (Y) with the independent factors of Organizational Culture (X1), HR Quality (X2), and Work Discipline (X3).

H7: Work discipline has a significant and positive indirect effect on performance through motivation at educational consultants at PT. Mentaribooks Indonesia.

The hypothesis that work discipline has a significant and positive effect on employee performance through motivation is supported by research conducted by Laila Wahyuni, Okta Karneli on the Effect of Work Discipline on Employee Performance Through Work Motivation as an Intervening Variable (Study at Hotels in Pekanbaru) with the finding that discipline has a positive and significant effect on motivation and performance. Motivation has a positive and significant effect

on performance and Discipline has a positive and significant effect on performance with motivation as an intervening variable.

RESEARCH METHODS

This study uses a quantitative approach. Sugiyono defines quantitative research as a research approach used in a particular population or sample as the object of research, data collection using research instruments, and quantitative data analysis with the aim of testing the established hypothesis. Quantitative research consists of structured steps, starting from the background, objectives, problem formulation, subjects, data samples, data sources, methodology, and analysis of research results with statistical programs. The quantitative approach used in this study is in accordance with the formulation of the problem in the introduction, and the resulting data will be analyzed with a statistical program.

The research method is used to obtain data related to the influence of independent variables, namely corporate culture and work discipline on performance through motivation at the educational consultant PT. MentariBooks Indonesia. Data collection using a questionnaire as a research instrument distributed to employees of the sales marketing division of the educational consultant section as the object of research.

This research was conducted at the office of PT. MentariBooks Indonesia to employees of the sales marketing division of the education consultant section. Data collection was carried out in November 2024 by distributing questionnaires in google form format to be filled out and collected by researchers.

The definition of population conveyed by Sugiyono is an object or subject that meets certain criteria or characteristics set by the researcher to be studied and can be generalized. The population in this study were employees of the marketing division education consultant division totaling 58 respondents. The sampling technique used in this study was saturated sampling which is included in non-probability sampling. Saturated sampling is a sampling determination technique when all members of the population are used as samples. This saturated sampling is often carried out when the population is relatively small, all employees of the education consultant division (marketing division) of PT MentariBooks are 58 people, then all populations will be used as samples for this study, so that the sample in this study is 58 respondents.

RESULTS AND DISCUSSION

Description of Research Variables

Employee Performance (Y)

Performance is the result of an employee's work in terms of quality and quantity of tasks carried out in accordance with the responsibilities given to him. If an organization has and sets clear standards for assessing the performance of an individual or group of employees, employee performance can be measured well. The way each company assesses employee performance depends on how the organization views and treats human resources (HR).

Factors that influence employee performance are 1) ability factors, which consist of potential ability (IQ) and reality ability (knowledge and skills), 2) motivation factors that are formed from an employee's attitude in facing daily work situations. These factors are what cause employees to need to be placed in a field of work that suits their expertise.

Corporate Culture (X1)

Corporate Culture is a guideline or identity for a company in carrying out all activities that refer to the values and belief patterns of an organization. The indicators for measuring the level of compliance of a person to their organization according to Robbins and Judge, include:

- a. Innovation and risk taking
- b. Attention to details
- c. Results orientation
- d. Human orientation
- e. Team orientation
- f. Aggressiveness.
- g. stability

Work Discipline (X2)

Discipline is often defined with the word right, both for time and place. Activities that are carried out on time and never late and the implementation of the right place consistently, make the predicate of discipline can be attached to someone. Lack of discipline in managing a company can also result in losses and even the fall of the company itself. Rivai states that work discipline is a tool used by managers for habits that support the establishment of discipline. According to Hasibuan discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

Rivai stated that work discipline is influenced by several factors that can be used as indicators to measure work discipline, namely:

1. Presence

This presence is the main indicator for measuring discipline and generally employees who have low work discipline are accustomed to coming to work late.

2. Compliance with Work Regulations

Employees who comply with work regulations will not forget work procedures and always follow the work guidelines set by the company.

3. Compliance with Work Standards

Compliance with work standards can be seen from the extent of employee responsibility for the tasks assigned to them.

4. High Alert Level

Employees who have high alertness will always be careful, calculating and precise in their work, and always use things effectively and efficiently.

5. Working Ethically

Some employees may act rudely to customers or engage in inappropriate behavior. This is a form of indiscipline, so working ethically is a form of employee work discipline.

Motivation (Z)

Motivation is taken from the Latin word "movere" which means encouragement or driving force. According to Wibowo, motivation is an encouragement for a series of human behavioral processes in achieving goals. Something that influences someone to do an activity is also called motivation. Motivation can drive a person's behavior and produce discipline. High motivation and work discipline can affect employee performance.

According to McClelland in Mangkunegara, there are three human needs that can be used as indicators of an individual's motivation, namely:

1. Needs for achievement

The need for achievement is the drive to solve problems. Employees who are in need of achievement tend to be willing to take risks. The need for achievement is to do a job better than before and always strive for a higher level of achievement.

2. Need for power

The need for power is a reflection of the drive to achieve authority and have influence over others.

3. Needs for affiliation,

The need for affiliation is the drive to interact with other people, be with other people, and not want to do anything that harms other people.

Data analysis

Validity Test

Validity testing is done to see to what extent an instrument can be used to measure what should be measured. Validity testing in this study was conducted on 58 respondents, validity testing using a significance level (α) of 5% or 0.05. To obtain the r table value, first find $Df = N - 2 = 58 - 2 = 56$ so that the r table value = 0.259. Data is considered valid if the calculated r value > r table and the significance value < 0.05. The testing tool used is the Pearson product moment correlation formula using the IBM SPSS Statistica 26 application.

Based on the results of the validity test, it shows that all items are declared valid, because the resulting coefficient is greater than 0.259. So there are no statement items that need to be deleted or replaced.

Reliability Test

Reliability test aims to determine the consistency of the measuring instrument if the same object is used more than once. Or in other words, the reliability test can be interpreted as aiming to show the extent to which a measurement result is relatively consistent if the measurement is repeated twice or more. If the reliability is less than 0.6, it is not good, while 0.7 is acceptable and above 0.8 is good. Based on the results of the calculation of the Cronbach's Alpha formula using SPSS version 26, the following reliability coefficient decision was obtained from the study:

Table 1 Reliability Test of All Variables

Variables	Cronbach Alpha	Information
Corporate Culture (X1)	0.868	Reliable
Work Discipline (X2)	0.843	Reliable
Motivation (Z)	0.829	Reliable
Employee Performance (Y)	0.861	Reliable

Source: primary data processed by researchers, 2024

Based on the table above, it shows that all statement variables have values that can be categorized as reliable, namely acceptable because the value is greater than the Cronbach's alpha value of 0.6.

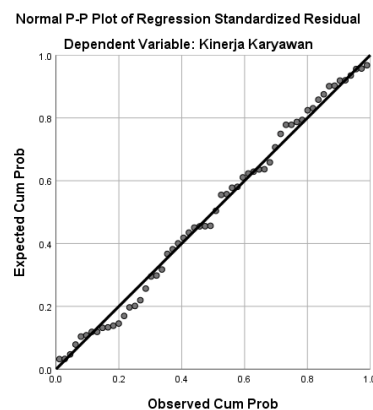
Normality Test

The data normality test aims to test whether the sample used has a normal distribution or not. In the linear regression model, this assumption is indicated by the residual value that is normally

distributed. A good regression model is a regression model that has a normal or near-normal distribution, so that it is feasible to be tested statistically. Data normality testing uses the Kolmogorov-Smirnov Test of Normality in the SPSS program. According to Ghozali the basis for decision making can be done based on probability (asymptotic significance), namely:

- 1) If the probability > 0.05 then the distribution of the regression model is normal.
- 2) If the probability < 0.05 then the distribution of the regression model is not normal.

Figure 1 Normality Plot



Source: SPSS output, 2024

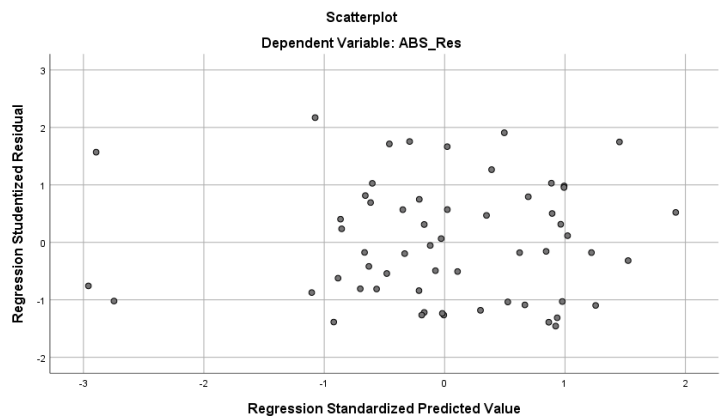
Based on the normality plot above, it can be seen that the points follow the diagonal line so it can be concluded that the residual values are normally distributed.

Heteroscedasticity Test

According to Ghazali⁸ the heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. To find out whether heteroscedasticity occurs by using a graph in SPSS. With decision making on the graphic image, there is no heteroscedasticity if there is no visible pattern and the points are spread above and below the value 0 on the Y axis. The following is a graph of the SPSS output results in this study:

⁸ Imam Ghozali, *Aplikasi Analisis Multivariate Dengan Program IMB SPSS 25*, Kesembilan (Badan Penerbit Universitas Diponegoro, 2018).

Figure 2 SPSS Output Heteroscedasticity Test



Source: SPSS output, 2024

Based on the scatterplot output results above, it can be seen that the points are spread out and do not form a clear pattern. Thus, it can be concluded that there is no heteroscedasticity problem.

Hypothesis Testing

Partial t-Test

The partial t-test is a statistical method used to test whether a particular independent variable significantly affects the dependent variable in a multiple linear regression model, when control for the other independent variables has been performed. The partial t-test allows us to evaluate the individual contribution of a specific independent variable to the dependent variable, while controlling for the influence of the other independent variables.

Table 2 SPSS Output Partial t Test 1

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.042	2,828		1,430	.158
	Company Culture	.407	.091	.553	4.490	.000
	Work Discipline	.326	.117	.343	2,788	.007
a. Dependent Variable: Motivation						

Source: SPSS output, 2024

The Corporate Culture (X1) t-value is 4,490. Next, determine the t-table. The t-distribution table is searched for at $\alpha/2 = 0.05 = 0.025$ with a degree of freedom $Nk-1$ of $58 - 2 - 1 = 55$, then the t-table is 2.004. Because the t-value is greater than the t-table, namely $4,490 > 2.004$ and the significance value (Sig.) $0.000 < 0.05$, it can be interpreted that there is a significant influence between Corporate Culture and Motivation.

The value of the Work Discipline variable (X2) tcount is 2.788. Next, determine tTable. The t distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 2 - 1 = 55$, then the tTable is 2.004. Because tcount is greater than ttable, namely $2.788 > 2.004$ and the significance value (Sig.) $0.007 < 0.05$, it can be interpreted that there is a significant influence between Work Discipline and Motivation.

Table 3 SPSS Output Partial t Test 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,837	3.352		1,741	.087
	Company Culture	.357	.124	.350	2.888	.006
	Work Discipline	.344	.145	.262	2,364	.022
	Motivation	.486	.157	.351	3,094	.003
a. Dependent Variable: Employee Performance						

Source: SPSS output, 2024

The Corporate Culture (X1) t-value is 2.888. Next, determine the t-table. The t-distribution table is searched for at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 3 - 1 = 54$, then the t-table is 2.005. Because the t-value is greater than the t-table, namely $2.888 > 2.005$ and the significance value (Sig.) $0.006 < 0.05$, it can be interpreted that there is a significant influence between Corporate Culture and Employee Performance.

The value of the Work Discipline variable (X2) tcount is 2.364. Next, determine tTable. The t distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 3 - 1 = 54$, then the tTable is 2.005. Because tcount is greater than ttable, namely $2.364 > 2.005$ and the significance value (Sig.) $0.022 < 0.05$, it can be interpreted that there is a significant influence between Work Discipline and Employee Performance

The value of the Motivation variable (Z) tcount is 3.094. Next, determine tTable. The t distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 3 -$

1 = 54, then the tTable is 2.005. Because tcount is greater than ttable, namely 3.094> 2.005 and the significance value (Sig.) 0.003 <0.05, it can be interpreted that there is a significant influence between Motivation and Employee Performance.

Coefficient of Determination Test

This analysis is used to determine the magnitude of the influence of the independent variable on the dependent variable, usually asked in percentage. This determination coefficient can be calculated using the formula:

$$Kd = x\ 100\%r^2$$

Where:

Kd = Coefficient of Determination

r = Correlation Coefficient

Table 4 SPSS Output Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905a	.818	.808	3,661
a. Predictors: (Constant), Motivation, Work Discipline, Company Culture				

Source: SPSS output, 2024

From the SPSS output table above, the Summary of the Determination Coefficient Test obtained a determination coefficient (R square) of 0.818 or 0.818 x 100 = 81.8%, which means that the influence of the independent variables (X1, X2 and Z) on the dependent variable (Y) is 81.8% and the rest is influenced by other factors that the researcher did not examine.

Sobel Test

The effect of X1 through Z on Y

Table 5 Sobel Test Calculation Results

Corporate Culture (X1)		Test Statistics	P-Value	Conclusion
a	0.407	2,491	0.006	Significantly Influential
b	0.486			
with	0.091			
sb	0.157			

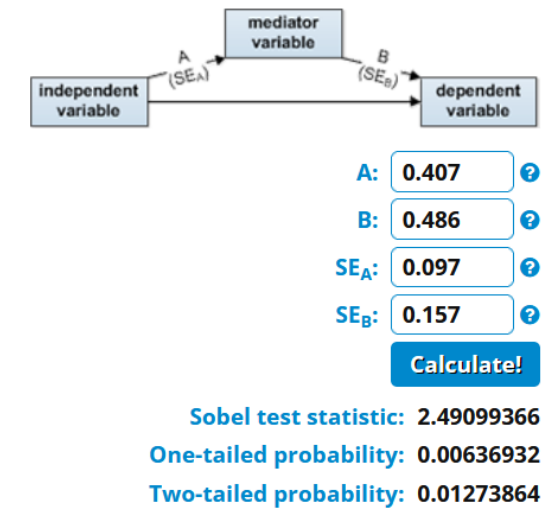


Figure 3 Sobel Test Results

Source: SPSS output, 2024

Based on the results of the Sobel test calculations, the significance value is 0.006 < 0.05, so it can be concluded that the Motivation variable (Z) can mediate the influence of Corporate Culture (X1) on Employee Performance (Y).

The effect of X2 through Z on Y

Table 6 Sobel Test Calculation Results

Work Discipline (X2)		Test Statistics	P-Value	Conclusion
a	0.326	2,071	0.019	Significantly Influential
b	0.486			
with	0.117			
sb	0.157			

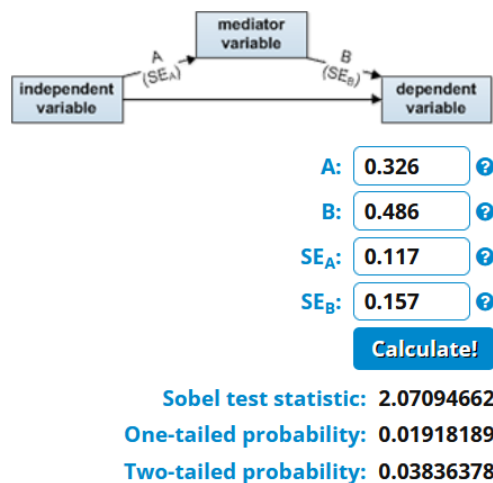


Figure 4 Sobel Test Results

Source: SPSS output, 2024

Based on the results of the Sobel test calculations, it shows that the significance value is $0.019 < 0.05$, so it can be concluded that the Motivation variable (Z) can mediate the influence of Work Discipline (X2) on Employee Performance (Y).

Analysis of Research Results

The direct influence of corporate culture on performance

Based on the data in table 3, the Corporate Culture (X1) t-value is 2.888. Next, determine tTable. The t-distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 3 - 1 = 54$, then the tTable is 2.005. Because t-value is greater than t-table, namely $2.888 > 2.005$ and the significance value (Sig.) $0.006 < 0.05$, it can be interpreted that there is a significant influence between Corporate Culture directly on Employee Performance.

In the daily life of carrying out the profession as a consultant, it was found that corporate culture has a significant effect on employee performance. This shows that positive values that are lived in the corporate environment will have a significant impact on employee performance. PT Mentaribooks. A positive corporate culture creates a conducive working atmosphere, where employees feel appreciated and involved in achieving company goals. A strong and harmonious cultural environment, the company can encourage better collaboration and adaptation among employees.

The direct influence of work discipline on performance

Based on the data in table 3, the value of the Work Discipline variable (X2) tcount is 2.364. Next, determine tTable. The t distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 3 - 1 = 54$, then the tTable is 2.005. Because tcount is greater than ttable, namely $2.364 > 2.005$ and the significance value (Sig.) $0.022 < 0.05$, it can be interpreted that there is a significant influence between Work Discipline directly on Employee Performance

Based on the analysis, work discipline has a significant influence on employee performance. Discipline includes compliance with rules, responsibility, and punctuality in completing tasks, all of which contribute to increased productivity and work efficiency. Disciplined employees tend to work in a more organized manner, minimize errors, and achieve targets more consistently. Conversely, a lack of discipline can cause delays, decreased work quality, and obstacles in achieving company goals. Therefore, the implementation of effective discipline is an important factor in creating optimal employee performance.

The direct influence of motivation on performance

Based on the data in table 3, the value of the Motivation variable (Z) tcount is 3.094. Next, determine tTable. The t distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 3 - 1 = 54$, then the tTable is 2.005. Because tcount is greater than ttable, namely $3.094 > 2.005$ and the significance value (Sig.) $0.003 < 0.05$, it can be interpreted that there is a significant influence between Motivation directly on Employee Performance.

Employees who have high motivation tend to be more enthusiastic in carrying out tasks and achieving company targets. This motivation can come from internal factors such as job satisfaction or external factors such as awards and promotions. PT MentariBooks Indonesia needs to design an effective motivation program to increase employee morale and loyalty. In an effort to build motivation for the Education Consultant team, Mentari has made several efforts such as mentoring, coaching, buddy systems for the Performance Development Program and providing embedded guidance from the team leader for marketing staff, retreat sessions and various training sessions.

The direct influence of corporate culture on motivation

Based on the data in table 2, the Corporate Culture (X1) t-value is 4,490. Next, determine tTable. The t-distribution table is searched for at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 2 - 1 = 55$, then the tTable is 2.004. Because t-value is greater than t-table, namely $4,490 > 2.004$ and the significance value (Sig.) $0.000 < 0.05$, it can be interpreted that there is a significant influence between Corporate Culture directly on Motivation

PT Mentaribooks Indonesia has 8 corporate culture values that are continuously instilled and implemented in daily work in the company, namely C3A (Cakep, Cepat, Cerdas, Alive), BMS (Berani, Mau, Sanggup) and also upholding good character values that refer to living the 3 pillars of Mentari, namely integrity, honesty and hard work. These values are lived and help encourage work motivation in each individual to continue to be maintained, so that employees will always strive for the best in every opportunity at work because they are always motivated both internally and externally.

Based on the analysis, it can be concluded that corporate culture has a significant influence on employee motivation. A positive corporate culture, such as a supportive work environment, open communication, and a fair reward system, can increase employee motivation in working. When employees feel appreciated, listened to, and have the opportunity to develop, they will be more motivated to give their best performance. Conversely, a negative corporate culture can reduce morale, trigger dissatisfaction, and hinder productivity. Therefore, building a healthy corporate culture is a strategic investment in creating a motivated and high-performing workforce.

The direct influence of work discipline on motivation

Based on the data in table 2, the value of the Work Discipline variable (X2) tcount is 2.788. Next, determine tTable. The t distribution table is searched at $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $Nk-1$, namely $58 - 2 - 1 = 55$, then the tTable is 2.004. Because tcount is greater than ttable, namely $2.788 > 2.004$ and the significance value (Sig.) $0.007 < 0.05$, it can be interpreted that there is a significant influence between Work Discipline directly on Motivation.

Based on the analysis, work discipline has a significant influence on employee motivation. High discipline creates an orderly, structured, and professional work environment, so that employees feel more focused and motivated to work optimally. When rules and responsibilities are understood and applied consistently, employees have clear guidance in achieving targets. Conversely, lack of discipline can create chaos, reduce morale, and hinder productivity. Therefore, the application of fair and firm discipline is the key to maintaining stable work motivation in the organization.

The indirect influence of corporate culture on performance through motivation

Based on the results of the Sobel test calculation in Table 5, it shows that the significance value is $0.006 < 0.05$, so it can be concluded that the Motivation variable (Z) can indirectly mediate the influence of Corporate Culture (X1) on Employee Performance (Y).

Company culture and motivation play a significant role in determining employee performance. A positive company culture creates a supportive, collaborative work environment that

values individual contributions, thereby increasing employee morale and loyalty. On the other hand, motivation provided through rewards, recognition, and career development opportunities encourages employees to work harder, achieve targets, and innovate. The combination of a strong culture and the right motivation creates a synergy that allows employees to reach their full potential, ultimately increasing productivity and the overall success of the company.

The indirect influence of work discipline on performance through motivation

Based on the results of the Sobel test calculation in Table 6, it shows that the significance value is $0.019 < 0.05$, so it can be concluded that the Motivation variable (Z) can indirectly mediate the influence of Work Discipline (X2) on Employee Performance (Y).

Work discipline and motivation are two main factors that influence employee performance in an organization. Work discipline includes compliance with rules, punctuality, and responsibility in completing tasks, which creates order and operational efficiency. Meanwhile, motivation encourages employees to work with high enthusiasm, dedication, and commitment in achieving company goals. When work discipline is maintained and supported by strong motivation, employees tend to be more productive, proactive, and contribute maximally to increasing the company's success.

CONCLUSION

Based on the results of data analysis and discussion conducted by researchers, several conclusions can be drawn as follows:

1. Corporate Culture has a direct and significant influence on the performance of educational consultants PT. MentariBooks Indonesia.
2. Work discipline has a direct and significant effect on the performance of educational consultants at PT. MentariBooks Indonesia.
3. Motivation has a direct and significant influence on the performance of educational consultants at PT. MentariBooks Indonesia.
4. Corporate culture has a direct and significant influence on the motivation of educational consultants at PT. MentariBooks Indonesia.
5. Work discipline has a direct and significant influence on the motivation of educational consultants at PT. MentariBooks Indonesia
6. Corporate culture has an indirect and significant influence on the performance of educational consultants at PT. MentariBooks Indonesia through motivation.
7. Work discipline has an indirect and significant effect on the performance of educational consultants at PT. MentariBooks Indonesia through motivation.

RESEARCH IMPLICATIONS

The implications of the research results on Employee Performance Influenced by Organizational Culture and Work Discipline, as well as Motivation as an Intervening Variable at the Education Consultant PT Mentari Books Indonesia Jakarta include:

1. The management of PT. Mentaribooks Indonesia can see the results of the research analysis of employee performance influenced by organizational culture and work discipline, as well as motivation as an intervening variable in the educational consultant of PT Mentari Books Indonesia. In addition, the results of this study can be used as input or inspiration or new ideas for management in compiling programs to improve the performance of educational consultants of PT. Mentaribooks Indonesia.
2. Contributing to the development of human resource science related to the measurement of work culture, motivation, work discipline and performance. The results of this study can be a reference for subsequent research, especially those examining the influence of corporate culture, work discipline on performance with motivation as an intervening variable.

RESEARCH LIMITATIONS

The limitation of the research results that have been conducted is that the sincerity and truth of respondents in filling in the answers to each statement item cannot be 100% ascertained, because the filling is done independently where the perception and meaning of each individual towards the research instrument statement can vary and is very dependent on the understanding of the statement items filled in and also the experience of each individual in the field. Data on filling in that is sincere and less serious will be mixed, so there is a bias so that these results can only describe the results at the research object and at the time of the research.

SUGGESTION

From the research that has been conducted by researchers, here are some suggestions that can be given:

1. Company leaders can make corporate culture variables, work discipline and motivation together which have a significant influence on the performance of educational consultants as a focus for maintaining, preserving and improving performance at PT Mentaribooks Indonesia.
2. HR training related to corporate culture and work discipline needs to be continuously improved because it has been proven that both of these things have a significant impact on employee performance.

3. There are various other independent variables from data analysis that affect employee performance that have not been studied in this study. This can be used as a research variable in subsequent studies.

Researchers who will research performance development can look at other variables to enrich research studies on HR.

BIBLIOGRAPHY

- Christina, Enge, Theresia Pradiani, Program Studi Magister Manajemen, Fakultas Ekonomi dan Bisnis, and Institut Teknologi dan Bisnis Asia. "Analisis Pengaruh Disiplin Kerja, Gaya Kepemimpinan, Dan Pelatihan Terhadap Kinerja Karyawan Satoria Manufacturing Di Pasuruan." *Jurnal Bisnis Dan Kewirausahaan* 19, no. 01 (2023): 1–12.
- Ghozali, Imam. *Aplikasi Analisis Multivariate Dengan Program IMB SPSS 25*. Kesembilan. Badan Penerbit Universitas Diponegoro, 2018.
- Muna, Nailul, and Sri Isnowati. "Pengaruh Disiplin Kerja, Motivasi Kerja, dan Pengembangan Karier terhadap Kinerja Karyawan (Studi Pada PT LKM Demak Sejahtera)." *Jesya* 5, no. 2 (2022): 1119–30. <https://doi.org/10.36778/jesya.v5i2.652>.
- Nursyifa, Putri, Thalia Syalasya, and Vevi Julvina. "Pengaruh Budaya Organisasi, Kualitas SDM, Disiplin Kerja Terhadap Motivasi Dan Kinerja Karyawan." *Jurnal Ekonomi, Akuntansi, Dan Manajemen* 1, no. 2 (2023): 48–59.
- Rustiana, Catur Sasi Kirono, Nining Yuningsih, and Eka Dwi Astuti. "Pengaruh Motivasi dan Kemampuan Kerja terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan JNE Express)." *Jurnal Pelita Ilmu* 15, no. 02 (2021): 106–16.
- Sanbowo, Viorencia Brilianti, Ike Kusdyah Rachmawati, and Fathorrahman Fathorrahman. "Pengaruh Disiplin Kerja, Stres Kerja, Dan Kompensasi Terhadap Kinerja Karyawan Di Masa Pandemic Covid-19." *Jurnal Ekonomi Manajemen Dan Bisnis* 2, no. 2 (2022): 38–42. <https://doi.org/10.32815/jubis.v2i2.909>.
- Wijaya, Candra Adi, Fathorrahman, and Theresia Pradiani. "Konsep Key Performance Indicator, Kompensasi Financial, Dan Penghargaan: Mendongkrak Kinerja Karyawan." *Journal of Trends Economics and Accounting Research* 4, no. 1 (2023): 36–45. <https://doi.org/10.47065/jtear.v4i1.850>.