

Analysis of the Effect of Organizational Culture on Employee Performance with Work Discipline as an Intervening Variable at PT PLN (Persero) ULP Sibolga Kota

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Abstract

This study aimed to analyze the effect of organizational culture on employee performance with work discipline as an intervening variable at PT PLN (Persero) ULP Sibolga Kota. This study used a quantitative associative approach. The population in this study consisted of all employees of PT PLN (Persero) ULP Sibolga Kota, totaling 86 employees, and the entire population was used as the sample through a saturated sampling technique. The research data were obtained through questionnaire distribution and were analyzed using SPSS version 24 through data quality testing, classical assumption testing, and path analysis. The results showed that organizational culture had a positive and significant effect on work discipline, with a beta value of 0.912 and a significance value of 0.000. Organizational culture also had a positive and significant effect on employee performance, with a beta value of 0.660 and a significance value of 0.000. Furthermore, work discipline had a positive and significant effect on employee performance, with a beta value of 0.315 and a significance value of 0.000. The path analysis results showed that the indirect effect of organizational culture on employee performance through work discipline was 0.287, which was lower than the direct effect of 0.660. These findings indicated that organizational culture had a more dominant role in improving employee performance, while work discipline functioned as a supporting factor in strengthening orderliness and consistency in task implementation. This study emphasized the importance of strengthening organizational culture and work discipline to encourage sustainable improvement in employee performance.

Keywords: Organizational Culture, Work Discipline, Employee Performance, Path Analysis, PT PLN.

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Introduction

PT PLN (Persero) Customer Service Unit, ULP Sibolga Kota, is one of the service units that plays an important role in supporting the provision of electrical energy for the people of Sibolga City and its surrounding areas [1]. As part of a state owned enterprise operating in a strategic sector, this unit is required to maintain the reliability of electricity distribution, accelerate disturbance handling, improve customer service quality, and ensure that operational activities run effectively and efficiently [2]. The achievement of these duties is closely related to employee performance, because every service activity, network maintenance activity, administrative task, and customer complaint handling process requires accuracy, responsibility, coordination, and compliance with established work standards [3].

Employee performance is an important aspect because it is directly related to service quality and the achievement of organizational targets [4]. Good performance can be seen from the quality of work results, the number of tasks completed, timeliness, efficiency in resource use, effectiveness of supervision, and working relationships among employees [5]. Based on the initial observation results, PT PLN (Persero) ULP Sibolga Kota has carried out various efforts to maintain service quality and encourage performance improvement. Nevertheless, several aspects still require attention, particularly work accuracy, task completion according to targets, time management, resource efficiency, periodic supervision, and work coordination.

Table 1. Results of the Preliminary Survey

No	Statement	Agree Amount	%	Disagree Amount	%	Total Amount	%
Employee Performance							
1	Supervisors often find employee work results that do not comply with the established operational standards.	8	40.0%	12	60.0%	20	100.0%
2	Employees often feel overwhelmed in completing the number of tasks assigned by supervisors.	10	50.0%	10	50.0%	20	100.0%
3	Employees are often late in completing their work tasks.	6	30.0%	14	70.0%	20	100.0%
4	The use of budget and resources in task implementation has not been carried out efficiently.	8	40.0%	12	60.0%	20	100.0%
5	Employee supervisors rarely conduct daily supervision or evaluation of employee performance.	9	45.0%	11	55.0%	20	100.0%
6	Lack of communication and coordination among employees often hinders the smooth completion of joint tasks.	12	60.0%	8	40.0%	20	100.0%
Work Discipline							
1	Employees attend work every day according to the schedule without leaving their work without	8	40.0%	12	60.0%	20	100.0%

No	Statement	Agree Amount	%	Disagree Amount	%	Total Amount	%
	permission.						
2	Employees comply with all company rules and policies while carrying out their duties.	6	30.0%	14	70.0%	20	100.0%
3	Employees complete their work on time according to the specified deadline.	8	40.0%	12	60.0%	20	100.0%
4	Employees carry out their duties seriously and complete them according to company standards.	7	35.0%	13	70.0%	20	100.0%
5	Employees carry out every instruction from their supervisors properly and on time according to the directions given.	8	40.0%	12	60.0%	20	100.0%
Organizational Culture							
1	Employee supervisors have not fully become role models in work discipline and responsibility.	8	40.0%	12	60.0%	20	100.0%
2	Employees feel that they do not clearly understand the vision and mission of the organization where they work.	9	45.0%	11	55.0%	20	100.0%
3	Employees rarely receive training or coaching to improve their work competence.	9	45.0%	11	55.0%	20	100.0%
4	Rewards or appreciation for employee work results are rarely given by supervisors.	6	30.0%	14	70.0%	20	100.0%

The preliminary survey conducted on 20 employees showed that 40 percent of respondents stated that there were still work results that did not comply with operational standards, 50 percent stated that employees often felt overwhelmed in completing the number of tasks, 30 percent stated that delays in task completion still occurred, 40 percent considered that the use of budget and resources had not been fully efficient, 45 percent stated that supervision or evaluation had not been carried out optimally, and 60 percent stated that communication and coordination among employees could still hinder the smooth completion of joint tasks.

One factor that is assumed to be related to employee performance is organizational culture [6]. Organizational culture plays a role in shaping values, behavioral patterns, discipline, work enthusiasm, and employee commitment to organizational goals [7]. A strong organizational culture can help employees understand work direction, adjust their behavior to company values, and build more productive cooperation [8]. At PT PLN (Persero) ULP Sibolga Kota, organizational culture needs to be viewed through leader behavior, understanding of the vision and mission, learning processes, and the provision of motivation and appreciation.

The preliminary survey results showed that 40 percent of respondents considered that leadership role modeling in discipline and responsibility still needed to be strengthened, 45 percent stated that they did not clearly understand the organizational vision and mission, 45 percent stated that training or competence development had not often been received, and 30 percent stated that appreciation for work results was rarely given. These initial findings indicate that organizational culture can be an important factor that needs to be analyzed in relation to work discipline and employee performance.

In addition to organizational culture, work discipline is also an important variable in supporting performance [9]. Work discipline reflects employee compliance with schedules, rules, operational standards, task responsibilities, and supervisor instructions [10]. In electricity service work, discipline is needed so that work processes run in an orderly, safe, timely, and procedural manner.

The preliminary survey results showed that 40 percent of respondents stated that work attendance according to schedule was not fully consistent, 30 percent stated that compliance with company rules still needed to be improved, 40 percent stated that work was not always completed on time, 35 percent stated that task implementation according to standards still needed to be strengthened, and 40 percent stated that supervisor instructions were not always carried out optimally and on time. These data illustrate that work discipline can become an important pathway linking organizational culture and employee performance.

Based on the description above, this study is important to analyze how organizational culture effects employee performance, both directly and through work discipline as an intervening variable. The research problems in this study are directed toward determining the effect of organizational culture on work discipline, the effect of organizational culture on employee performance, the effect of work discipline on employee performance, and the indirect effect of organizational culture on employee performance through work discipline.

In line with these problems, this study aims to obtain empirical evidence regarding the relationships among these variables at PT PLN (Persero) ULP Sibolga Kota, so that the research results can provide academic and practical input in supporting the strengthening of organizational culture, the improvement of work discipline, and the optimization of employee performance in a sustainable manner.

Research Methodology

This study used a quantitative associative approach, namely an approach that aims to analyze causal relationships among independent variables, intervening variables, and dependent variables through numerical data [11]. This approach was used because the study attempted to examine the effect of Organizational Culture on Employee Performance, both directly and indirectly through Work Discipline as an intervening variable.

The study was conducted at PT PLN (Persero) ULP Sibolga Kota, located at Jalan FL Tobing 13, Sibolga City, North Sumatra. The object of this study was all employees of PT PLN (Persero) ULP Sibolga Kota.

The population in this study consisted of all employees of PT PLN (Persero) ULP Sibolga Kota, totaling 86 people. Because the population was fewer than 100 people, the entire population was used as the research sample [12]. Thus, the sampling technique used was saturated sampling or census sampling, namely a sample determination technique involving all members of the population as respondents [13].

The data used in this study were primary data obtained directly through the distribution of questionnaires to respondents. In addition to questionnaires, data collection was also supported

through observation and interviews to obtain an initial overview of the condition of the research object.

Table 2. Operational Definition of Variables

No	Variable	Operational Definition	Indicator	Scale
1	Organizational Culture (X)	A system of values, norms, and habits that grows within the work environment, shapes employee behavioral patterns, and serves as a guideline for behaving, interacting, and carrying out shared tasks in the organization [14].	Leader Behavior, Company Mission, Process, and Motivational Culture [14]	Prioritizing Learning t <i>Liker</i>
3	Work Discipline (Z)	A person's awareness and willingness to obey all company rules and applicable social norms [10].	Work Discipline Z Attendance, Compliance with Rules, Timeliness, Responsibility for Tasks, and Compliance with Supervisors [10]	Work t <i>Liker</i>
3	Employee Performance (Y)	The level of work achievement shown through quality, quantity, accuracy in task implementation, and the responsibilities carried out within a certain period [5].	Quality, Quantity, Time Period, Cost Emphasis, Supervision, and Relationships among Employees [5]	<i>Liker</i>

All indicators were measured using a Likert scale with five response alternatives, namely strongly agree, agree, neutral, disagree, and strongly disagree, with scores ranging from 5 to 1 [15]. The data analysis technique was carried out using SPSS version 24 through several testing stages. The first stage was data quality testing, which included validity and reliability tests. The validity test was used to determine the feasibility of each statement item, while the reliability test was used to measure instrument consistency with the criterion of Cronbach's Alpha greater than 0.70 [16]. The next stage was the classical assumption test, consisting of normality, multicollinearity, and heteroscedasticity tests, so that the regression model used could meet the required statistical assumptions [17].

The main analysis in this study used path analysis. Model I was used to test the direct effect of Organizational Culture on Work Discipline with the equation $Z = p_{zx}X + e_1$ [18]. In this model, Work Discipline served as the variable affected by Organizational Culture. Model II was used to test the direct effect of Organizational Culture and Work Discipline on Employee Performance with the equation $Y = p_{yx}X + p_{yz}Z + e_2$ [19].

Through these two models, this study also calculated the indirect effect of Organizational Culture on Employee Performance through Work Discipline by multiplying the path coefficient p_{zx} by p_{yz} [20].

The coefficient of determination was used to determine the extent to which the independent variable and intervening variable could explain variations in the dependent variable [21].

Results

3.1. Respondent Characteristics

The results of questionnaire distribution to 86 respondents showed that the majority of respondents were men, totaling 61 people or 70.9 percent, while women totaled 25 people or 29.1 percent. Based on age, the most dominant group was 41 to 45 years old, totaling 26

people or 30.2 percent, followed by the 36 to 40 year old group with 21 people or 24.4 percent. In terms of education, most respondents held a bachelor degree, totaling 53 people or 61.6 percent. The largest work tenure group was 16 to 20 years, totaling 27 people or 31.4 percent, and the majority of respondents were married, totaling 77 people or 89.5 percent. This composition shows that the respondents had sufficient maturity, work experience, and educational background to provide assessments of the research variables.

3.2. Distribution of Responses for the Organizational Culture Variable

The results of questionnaire distribution for the Organizational Culture variable showed that most respondents gave agree and strongly agree responses to all indicators. The leader behavior indicator received a positive assessment, as reflected in X1 with 80.2 percent and X2 with 81.4 percent of respondents answering agree and strongly agree. The indicator of prioritizing the company mission was also assessed positively, particularly X4, which had the highest mean value of 4.1395. In the learning process indicator, positive responses remained dominant, although X5 had a lower mean value of 3.9186. The motivational culture indicator was also strong, particularly X7, with 80.2 percent of responses in the agree and strongly agree categories. Based on these results, it can be concluded that organizational culture was perceived positively, especially in terms of mission communication, leadership support, and encouragement of cooperation and innovation.

3.3. Distribution of Responses for the Work Discipline Variable

The respondents' answers to the Work Discipline variable showed a positive tendency because the majority of respondents selected agree and strongly agree for each indicator. The work attendance indicator was classified as good, especially Z2, with 84.9 percent of respondents stating agree and strongly agree. Compliance with regulations was also rated highly, as indicated by Z3 at 82.5 percent and Z4 at 80.2 percent. In the timeliness indicator, Z5 obtained a mean value of 4.1628 and Z6 obtained a mean value of 4.0814, indicating that respondents considered task completion to be sufficiently timely. The responsibility for tasks indicator was also strong, especially Z7, with a mean value of 4.1860. Based on these results, it can be concluded that employee work discipline was in the good category, especially in the aspects of attendance, compliance with rules, timeliness, and work responsibility.

3.4. Distribution of Responses for the Employee Performance Variable

The distribution of responses for the Employee Performance variable showed that most respondents gave agree and strongly agree responses to all indicators. The work quality indicator received a positive assessment, with Y1 at 77.9 percent and Y2 at 83.7 percent of respondents answering agree and strongly agree. The quantity indicator was also classified as good, especially Y3, with a mean value of 4.1279, although Y4 had a lower mean value of 3.8605. The indicators of time, cost emphasis, supervision, and relationships among employees also showed positive tendencies, especially Y10, with a mean value of 4.1163. Based on these results, it can be concluded that employee performance was in the good category, although the ability to complete all work assigned by supervisors still needed attention because it had the lowest mean value compared with the other indicators.

3.5. Data Quality Testing Validity and Reliability

Table 3. Validity and Reliability Test Results

Variable	Items	r _{value}	Cronbach's Alpha	Requirement	Conclusion
Organizational Culture (X)	X,1	0.716	0.935	r _{value} greater than	Valid and Reliable
	X,2	0.753	0.935	0.300 and Cronbach's	Valid and Reliable
	X,3	0.832	0.935	Alpha greater than	Valid and Reliable
	X,4	0.723	0.935	0.700	Valid and Reliable

Work Discipline (Z)	X,5	0.726	0.935	r _{value} greater than 0.300 and Cronbach's Alpha greater than 0.700	Valid and Reliable
	X,6	0.881	0.935		Valid and Reliable
	X,7	0.688	0.935		Valid and Reliable
	X,8	0.860	0.935		Valid and Reliable
	Z,1	0.698	0.938		Valid and Reliable
	Z,2	0.706	0.938		Valid and Reliable
	Z,3	0.791	0.938		Valid and Reliable
	Z,4	0.858	0.938		Valid and Reliable
	Z,5	0.711	0.938		Valid and Reliable
	Z,6	0.715	0.938		Valid and Reliable
	Z,7	0.835	0.938		Valid and Reliable
	Z,8	0.866	0.938		Valid and Reliable
Employee Performance (Y)	Z,9	0.685	0.938	r _{value} greater than 0.300 and Cronbach's Alpha greater than 0.700	Valid and Reliable
	Z1,0	0.645	0.938		Valid and Reliable
	Y,1	0.620	0.942		Valid and Reliable
	Y,2	0.638	0.942		Valid and Reliable
	Y,3	0.638	0.942		Valid and Reliable
	Y,4	0.600	0.942		Valid and Reliable
	Y,5	0.895	0.942		Valid and Reliable
	Y,6	0.610	0.942		Valid and Reliable
	Y,7	0.884	0.942		Valid and Reliable
	Y,8	0.755	0.942		Valid and Reliable
	Y,9	0.741	0.942		Valid and Reliable
	Y,10	0.880	0.942		Valid and Reliable
	Y,11	0.852	0.942		Valid and Reliable
	Y,12	0.728	0.942		Valid and Reliable

Based on the results of the data quality test, all statement items for the Organizational Culture, Work Discipline, and Employee Performance variables were declared valid because all r_{value} obtained from the Corrected Item Total Correlation were greater than 0.300 [13].

All variables were also declared reliable because the Cronbach's Alpha value of each variable was greater than 0.700. Thus, the research instrument had good accuracy and consistency, making it suitable for use in the next stage of data analysis [16].

3.6 Classical Assumption Testing Normality, Multicollinearity, and Heteroscedasticity

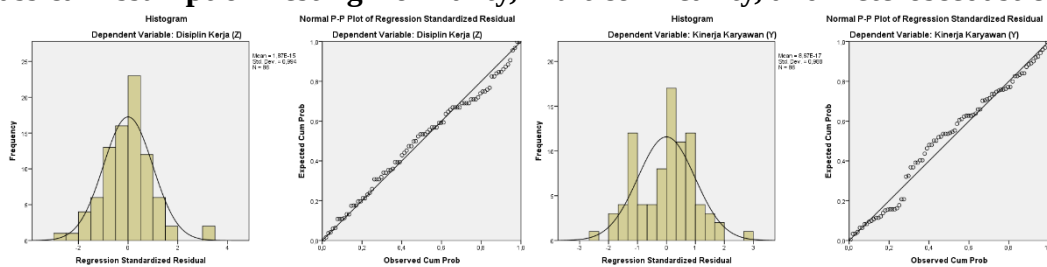


Figure 1. Histogram Graph and P P Plot for Model I and Model II

In Model I and Model II, the normality test results using the histogram graph showed that the residuals formed a distribution pattern approaching a bell curve, with data distribution that was relatively symmetrical and concentrated around zero. The distribution did not show a tendency to lean either left or right, so visually the residuals could be stated to be normally distributed [22].

This result was also supported by the P P Plot graph, in which the data points appeared to follow the diagonal line. This condition indicated that the normality assumption in the regression model had been fulfilled, both in Model I and Model II [23].

Tabel 4. Kolmogorov Smirnov Test for Normality

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
	Model I	Model II
N	86	86
Test Statistic	0.080	0.085
Asymp. Sig. (2-tailed)	0.200 ^{c,d}	0.174 ^c

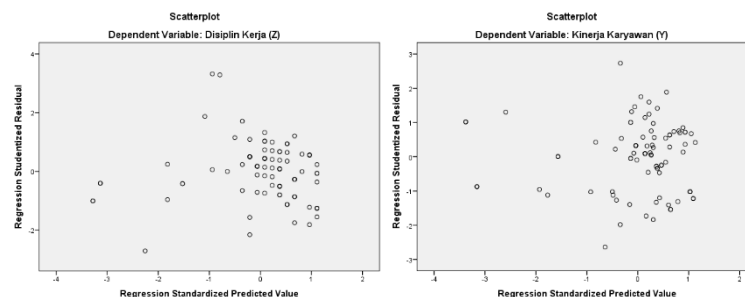
The Asymp. Sig. values in Model I and Model II were 0.200 and 0.174, respectively, which were greater than the significance threshold of 0.05. Thus, the data in both models could be declared normally distributed [12].

Table 5. Multicollinearity Test and Glejser Test

Coefficients ^a							
Model		Collinearity Statistics		Uji Glejser		Requirement	Conclusion
		Tolerance	VIF	Sig. Model I	Sig. Model II		
1	(Constant)			0.001	0.009		
	Organizational Culture (X)	0.169	5.932	0.216	0.093	Tolerance > 0.10. VIF > 10. Sig. > 0.05 .	No Multicollinearity and Heteroscedasticity Problems
	Work Discipline (Z)	0.169	5.932	-	0.130		
a. Dependent Variable: Employee Performance (Y)				a. Dependent Variable: ABSOLUTE_RESIDUAL			

The multicollinearity test results in Model II showed that all independent variables had tolerance values greater than 0.10 and VIF values less than 10. This indicates that there was no strong correlation among the independent variables, so the regression model was free from multicollinearity symptoms [24].

The Glejser test results in Model I and Model II showed that all variables had significance values above 0.05. This finding proves that the regression model did not experience heteroscedasticity symptoms, so the residuals in the model were homoscedastic [13].

**Figure 2.** Scatterplot Graph for Model I and Model II

The heteroscedasticity test using the scatterplot graph showed that in both Model I and Model II, the residual points were randomly distributed around the zero line, both above and below it. The points did not form any specific pattern, such as narrowing, widening, or waves. Thus, it can be stated that the residual variance in both models was stable, so the regression model did not indicate heteroscedasticity and had fulfilled the homoscedasticity assumption [25].

Path Analysis

Table 6. Summary of Path Analysis Results

Model	Relationship among Variables	Koefisien Beta	Sig.	Conclusion
Model I (direct effect)	Organizational Culture (X) → Work Discipline (Z)	0.912	0.000	Positive and Significant
Model II (direct effect)	Organizational Culture (X) → Employee Performance (Y)	0.660	0.000	Positive and Significant
Model II (direct effect)	Work Discipline (Z) → Employee Performance (Y)	0.315	0.000	Positive and Significant
Indirect Effect	X → Z → Y	0.287	-	Not Significant
Total Effect	X → Y through Z	0.947	-	Positive

The path analysis results of Model I showed that Organizational Culture had a positive and significant effect on Work Discipline, with a beta value of 0.912 and a significance value of 0.000. This value indicates that the stronger the organizational culture perceived by employees, the higher the work discipline that is formed [26]. The positive direction of effect indicates that leader behavior, mission clarity, learning processes, and motivational culture are able to encourage compliance, timeliness, responsibility, and employee willingness to follow company rules [27].

In Model II, Organizational Culture had a positive and significant effect on Employee Performance, with a beta value of 0.660 and a significance value of 0.000. This means that a good organizational culture can improve work quality, work quantity, timeliness, efficiency, supervision, and relationships among employees [28]. Work Discipline also had a positive and significant effect on Employee Performance, with a beta value of 0.315 and a significance value of 0.000. This shows that the better the work discipline, the better the employee performance, although its effect was weaker than the direct effect of organizational culture on performance [29].

Based on the beta value in Model II, the variable with the strongest effect on Employee Performance was Organizational Culture, with a beta value of 0.660, while Work Discipline had a beta value of 0.315. This shows that employee performance improvement was more strongly effected directly by organizational culture than by work discipline [8]. In other words, organizational culture became the main factor that shaped work behavior, strengthened enthusiasm, and created a work environment that supported performance achievement [6].

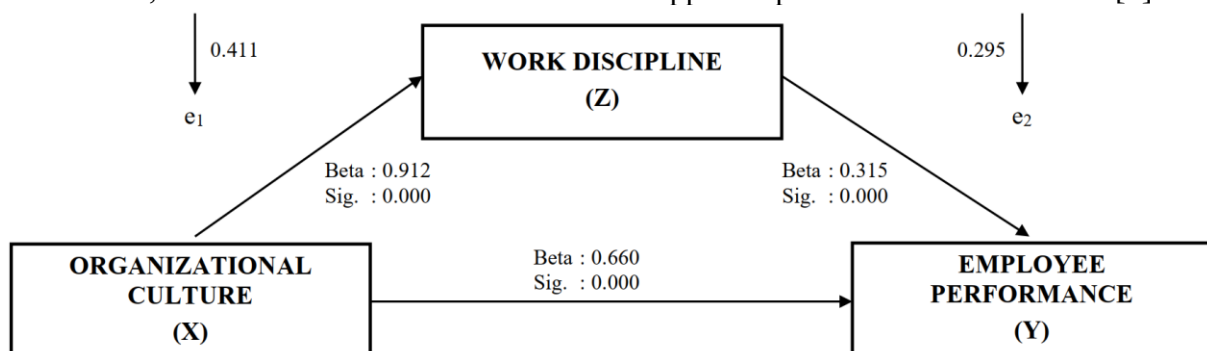


Figure 3. Path Analysis Results

The indirect effect of Organizational Culture on Employee Performance through Work Discipline was 0.287, which was obtained by multiplying the effect of X on Z, namely 0.912, by the effect of Z on Y, namely 0.315 [19].

$$pyx Y = (pzx X) * (pyz Z) = (0.912) * (0.315) = 0.287$$

This indirect effect value was lower than the direct effect of Organizational Culture on Employee Performance, which was 0.660. Thus, based on the comparison criterion between direct and indirect effect, Work Discipline was not able to become a stronger intervening variable in mediating the effect of Organizational Culture on Employee Performance. Organizational Culture still provided a dominant direct effect on Employee Performance [30].

The total effect of Organizational Culture on Employee Performance can be calculated using the following equation [31]:

Total effect of X on Y = Direct effect plus indirect effect

Total X ke Y = $0.660 + 0.287 = 0.947$

This result shows that the total effect of Organizational Culture on Employee Performance was 0.947, indicating a very large total effect with a positive direction [31].

Table 7. Determination Test in Model I and Model II

Model	Equation	R	R Square	Error
Model I	$Z = 0.912X + e1$	0.912	0.831	0.411
Model II	$Y = 0.660X + 0.315Z + e2$	0.956	0.913	0.295

The R Square value of Model I was 0.831, indicating that 83.1 percent of the variation in Work Discipline could be explained by Organizational Culture, while the remaining 16.9 percent was effected by other factors outside the research model [32]. The error 1 value of 0.411 indicates the level of error or the effect of other variables on Work Discipline that was not explained in the model [20].

In Model II, the R Square value was 0.913, indicating that 91.3 percent of the variation in Employee Performance could be explained by Organizational Culture and Work Discipline, while the remaining 8.7 percent was effected by other factors [33]. The error 2 value of 0.295 indicates that the level of error in the model in explaining Employee Performance was relatively small, so the model had a very strong explanatory ability [30].

Discussion

4.1. Direct Effect of Organizational Culture (X) on Work Discipline (Z)

Organizational culture had a direct effect on work discipline because the values, habits, and leadership patterns within the organization became guidelines for employee behavior in carrying out tasks [34]. At PT PLN (Persero) ULP Sibolga Kota, electricity service work requires compliance with procedures, timeliness, coordination, and a high level of responsibility, so a strong work culture can encourage employees to be more orderly in performing their operational roles.

This effect can occur because PLN, as an electricity service provider, has a work orientation that is directly related to the reliability of electricity supply and customer service. Public information from PLN UP3 Sibolga shows efforts to improve network reliability and service convenience for the community, including through network maintenance and customer complaint services. These efforts require employees to have good work discipline so that service standards can be implemented consistently.

Organizational culture reflected through leadership role modeling, communication of the company mission, work learning, and motivational encouragement can shape work behavior that is more compliant with rules [14]. When leaders are able to direct employees toward the mission of reliable electricity service, employees will better understand that punctual attendance, compliance with operational standards, and task completion are not merely administrative obligations, but are also part of public service responsibility [26].

PT PLN also demonstrates efforts to maintain work quality through preventive network maintenance activities to ensure the reliability of electricity supply. Such activities require technical discipline, team readiness, supervision, and coordination across units so that work can be carried out safely and effectively. Thus, a work culture that emphasizes responsibility and synergy will strengthen employee discipline in carrying out both field and administrative work [27].

The beta value of 0.912 indicates that Organizational Culture had a very strong and positive effect on Work Discipline. This means that the better the organizational culture applied, the higher the employee work discipline. This result shows that strengthening organizational culture at PT PLN (Persero) ULP Sibolga Kota is an important factor in building orderly, responsible, and consistent work behavior to support employee performance improvement.

5.2. Direct Effect of Organizational Culture (X) on Employee Performance (Y)

Organizational culture had a direct effect on employee performance because values, work habits, leadership role modeling, and company mission orientation formed the basis of employee behavior in completing work [7]. At PT PLN (Persero) ULP Sibolga Kota, a strong organizational culture is highly needed because electricity service work requires accuracy, quick response, teamwork, and compliance with technical and administrative procedures.

This effect can occur because PLN is a public service organization in the electricity sector that is oriented toward supply reliability and customer satisfaction. Services such as new installations, power changes, temporary connections, and customer application tracking are available through the PLN service portal, so employees are required to work adaptively, responsively, and with a service orientation. An organizational culture that supports excellent service will encourage employees to produce more measurable and standard compliant performance.

PT PLN also develops digital services through PLN Mobile, which provides features for electricity payment, complaints, new installations, and power upgrades. The existence of this digital service shows that the company encourages a more modern, fast, and change oriented work culture. If these organizational culture values are understood by employees, work quality, service timeliness, and task completion effectiveness will improve [8].

In addition to service digitalization, PLN UP3 Sibolga also carries out preventive network maintenance activities to maintain the reliability of electricity supply so that customer activities can continue normally. This effort shows the existence of a work culture that emphasizes responsibility, readiness, coordination, and disturbance prevention. Such a culture can strengthen employee performance, especially in terms of work quality, completion time, supervision, and cooperation among employees [28].

The beta value of 0.660 with a significance value of 0.000 indicates that Organizational Culture had a positive and significant effect on Employee Performance. This means that the better the implementation of organizational culture at PT PLN (Persero) ULP Sibolga Kota, the higher the employee performance. Organizational culture becomes a strategic factor because it is able to direct work behavior, strengthen service commitment, and create alignment between company goals and employee task implementation.

5.3 Direct Effect of Work Discipline (Z) on Employee Performance (Y)

Work discipline had a direct effect on employee performance because work at PT PLN (Persero) ULP Sibolga Kota is related to electricity services that require timeliness, procedural compliance, technical responsibility, and readiness to respond to customer needs. The beta value of 0.315 with a significance value of 0.000 indicates that the better the employee work discipline, the higher the resulting performance.

This effect can occur because PLN activities are not only related to administrative work, but also to operational services that have a direct impact on the community. Employees who attend work on time, comply with operational standards, and complete tasks according to deadlines will help accelerate customer service, disturbance handling, and coordination among work units [35].

PT PLN has also strengthened its service system through PLN Mobile, which provides electricity payment, complaint, new installation, and power upgrade services digitally. This service requires employees to work more responsively, orderly, and accurately in following up on customer needs, so work discipline becomes an important factor in maintaining service quality and the effectiveness of task completion [33].

In addition, PLN UP3 Sibolga carries out preventive network maintenance to maintain the reliability of electricity supply so that customer activities can continue normally. This type of activity requires discipline in work schedules, compliance with safety procedures, technical accuracy, and good field coordination. If work discipline improves, the potential for delays, work errors, and service disruptions can be minimized [9].

PT PLN in the Sibolga area is also involved in customer data updating activities through ground checking, which requires accuracy, consistency, and work responsibility. This shows that work discipline not only supports the implementation of daily tasks, but also strengthens data accuracy, administrative quality, and customer trust. Thus, work discipline becomes an important foundation for improving employee performance at PT PLN (Persero) ULP Sibolga Kota.

5.4 Indirect Effect of Organizational Culture (X) on Employee Performance (Y) through Work Discipline (Z)

The direct effect of Organizational Culture on Employee Performance, which was stronger than the indirect effect through Work Discipline, shows that organizational culture at PT PLN (Persero) ULP Sibolga Kota has a direct role in shaping productive work behavior among employees. The direct effect value of 0.660 was greater than the indirect effect value of 0.287, so performance improvement occurred more dominantly through the direct strengthening of organizational culture [20].

This can occur because organizational culture does not only effect discipline, but also touches broader aspects, such as understanding of the service mission, leadership role modeling, work enthusiasm, teamwork, and the ability of employees to adjust to the demands of electricity services. In a PLN customer service unit, performance is not only determined by attendance or compliance with rules, but also by service quality, response speed, technical accuracy, and coordination across functions.

Work Discipline still plays an important role as an intervening variable because good organizational culture can encourage employees to be more orderly, punctual, and responsible [30]. However, the effect of Work Discipline on Employee Performance had a beta value of 0.315, which was lower than the effect of Organizational Culture on Employee Performance. This shows that discipline is one supporting pathway, not the main factor that most determines performance [31].

At PT PLN (Persero) ULP Sibolga Kota, an organizational culture that emphasizes service, responsibility, learning, and motivation can directly encourage employees to work more effectively. When employees understand organizational values and feel guided by leadership, they tend to improve work quality without depending solely on formal discipline aspects.

Based on these results, Work Discipline was not able to strengthen the effect of Organizational Culture on Employee Performance to a greater extent than its direct effect.

This means that organizational culture had become a more fundamental factor in shaping performance, while work discipline functioned as a supporting mechanism that helped maintain orderliness in task implementation [31].

Conclusion

The results of the study showed that Organizational Culture had a positive and significant effect on Work Discipline at PT PLN (Persero) ULP Sibolga Kota. Organizational Culture was also proven to have a positive and significant effect on Employee Performance, while Work Discipline had a positive and significant effect on Employee Performance. The direct effect of Organizational Culture on Employee Performance was greater than the indirect effect through Work Discipline, so Work Discipline had not yet become a dominant intervening variable. This finding confirms that strengthening organizational culture is the main factor in improving performance, while work discipline plays a supporting role in maintaining orderliness and consistency in task implementation.

PT PLN (Persero) ULP Sibolga Kota is advised to continue strengthening organizational culture through leadership role modeling, more directed communication of vision and mission, and continuous work coaching. Leaders need to provide consistent direction, encourage teamwork, and increase appreciation for employees who demonstrate good performance. The company also needs to strengthen work discipline through routine supervision, attendance evaluation, compliance with operational standards, and timely task completion. In addition, technical training and customer service training need to be improved so that employees can work more adaptively, accurately, and responsively. These efforts are expected to support more optimal and sustainable improvement in employee performance.

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