Interdisciplinary Social Studies
P-ISSN: 2808-0467
E-ISSN: 2808-5051
Volume 5
Issue 3, 2026

The Effect of Work Discipline and Work Environment on Employee Performance with Organizational Culture as a Mediating Variable at Syntax Corporation Indonesia

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Keywords
Employee Performance; Mediation; Organizational Culture; Work Discipline; Work Environment.

ABSTRACT

This research eximines how work discipline and environment influence employee performance, while considering organizational culture being a mediating factor at Syntax Corporation Indonesia. Employee performance is a crucial element to achieving organizational goals, but factors such as work discipline and environment exert an influential impact on this issue. This study uses a quantitative and surveyed 192 employees via saturated sampling and analyzed the data utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM). The outcomes unfolded that work discipline own a positive significant and influential effect to employee performance which the coefficient that is 0.229 and the p-value that is < 0.05. The work environment similarly bring a meaningful positive effect to employee performance alongside the coefficient is 0.285 and the p-value < 0.05. In addition, organizational culture was identified as a mediating variable that enhances the effect from both work discipline and the work environment to employee performance, with mediation effects that is 0.167 and 0.155, respectively. The mediation was determined to be partial, suggesting that while organizational culture strengthens these relationships, other factors may also contribute. These findings provide notable perceptions for human resource management on the Indonesian context, highlighting that employee performance could be improved by cultivating disciplined work practices, a supportive environment, and a strong organizational culture.

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INTRODUCTION

Employee performance is a critical determining factors in acquiring company visions (Sihombing and Batoebara, 2019). If employees can work optimally, the company will be able to meet its targets, which will ultimately impact the success of the company itself. In the context of performance management, Key Performance Indicators are an important tool in measuring the level of employee achievement against organizational targets. KPIs serve being an objective and measurable evaluation tool to assess performance based on specific indicators, for instance productivity, timeliness, quality of work, also individual contribution to team and company goals (Agustina and Nelson, 2025).

In the context of Syntax Corporation Indonesia, a company engaged in educational development consulting, information technology (IT), publishing, and human resource (HR) development, performance measurement is a very critical aspect in maintaining a company's sustainability and reputation. The company initially focused on educational consulting services, but as it evolved, it transformed into a multi-business organization covering

information technology services, business incubation, scientific publishing, creative agency, and digital marketing.

The following is a performance data graph showing the percentage of target achievement during the 2024 and 2025 periods:

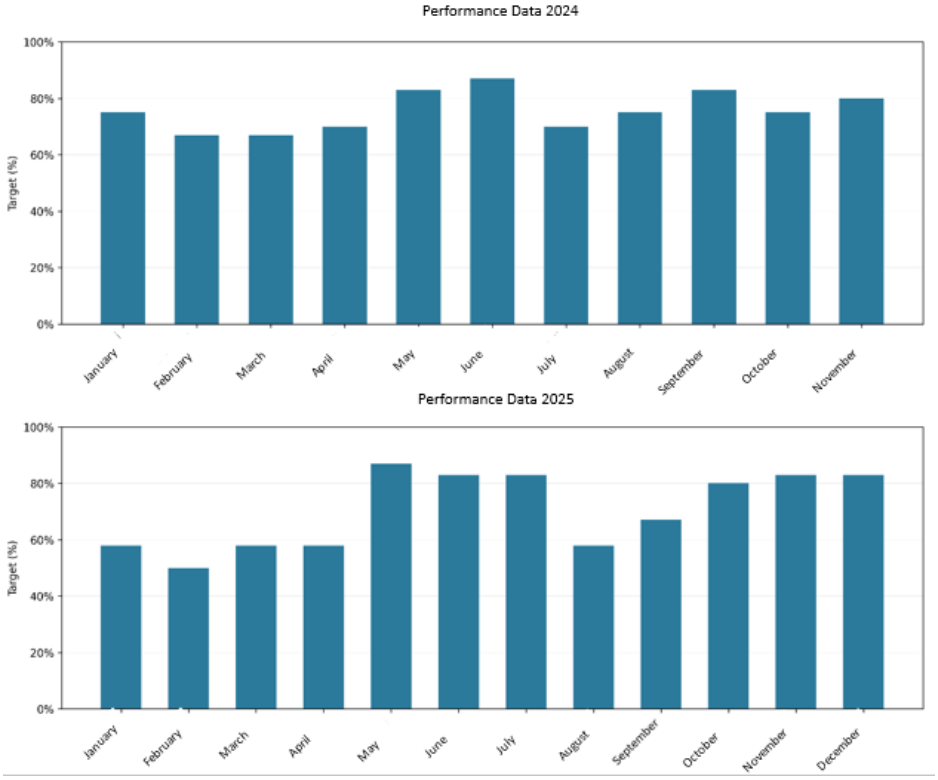


Figure 1. Employee Performance Achievement for the 2024-2025 Period

Based on the employee performance data chart for the 2024-2025 period, there is a pattern of fluctuating target achievement with an average of 67-87%. The year 2024 shows relatively stable performance with the highest achievement in June-July (83-87%), although several months recorded lower achievements in the range of 67-75%. In 2025, there is a more significant fluctuation with the highest achievement in May-June (83-87%), but a drastic decline in February, September, and October (50-58%), which is the lowest achievement in the last two years. These significant fluctuations in performance indicate the need for special attention to the fundamental factors that influencing employee's work consistency, especially the work discipline, which is an important foundation for achieving performance targets on an ongoing basis.

Work discipline is the fundamental basis that influences how consistently employees carry out their duties consistently and in accordance to organizational standards (Fisilmy, Wolor and Utari, 2025). Prior research also demonstrated that work discipline own a notable effect to employee performance (Nurjaya, 2021). Employees with good work discipline tend to be more proactive, comply with rules, and complete tasks more efficiently (Nawir, Bachtiar and Afifah, 2024).

However, in practice, the level of work discipline is not always ideal. At Syntax Corporation Indonesia, tardiness data shows significant variation between divisions. The high tardiness rate indicates weak individual time management and a lack of internal monitoring systems. Apart from disciplinary factors, the quality of the workspace serves as a vital catalyst

for employee productivity (Hulu, Lahagu and Telaumbanua, 2022); Lestari, 2024). Physical work environment issues at Syntax Corporation Indonesia include noise disturbances from tin roofs during rain, limited parking space, and cramped layout. Meanwhile, from a non-physical aspect, there are misunderstandings in communication between superiors and subordinates that cause tension.

Organizational culture, defined by shared principles and standars accepted by the organization (Putri and Yusuf, 2022) has also been proven to influence performance (Ermita, Syamsudin and Sugeng, 2021). Syntax Corporation implements the values of "*Religious, Excellent Service, Self-Service, Innovative, Creative, Synergy, and Humanity*" with the values of "fast, thorough, and satisfied". However, its implementation has not been optimal, as seen from ineffective coordination between divisions, complaints about delays in completing cross-team work, and differences in perceptions regarding religious and humanity values. Organizational culture is still normative in nature and has not become a collective habit that guides productivity.

Prior studies by Aulia *et al.,* (2021) demonstrate that work discipline, the work environment, also organizational culture jointly contribute to improve performance within Indonesia's logistics sector, with culture serving as a key mediator. This is mirrored in the work of Firmansyah *et al.,* (2023), The findings indicate that organizational culture may have an even greater influence than work discipline in enhancing employee performance. Additionally, Ermita *et al.,* (2021) highlight that these factors first elevate job satisfaction, acting as a mediator before improving overall output. Notably, (Hung, Su and Lou, 2022) argue that external elements like national culture also shape these internal dynamics. Together, these studies underscore that both the workplace atmosphere and cultural norms are vital in fostering innovation and productivity.

Although various studies have examined these four variables, most still examine these factors partially or focus on specific sectors. There are still few studies that simultaneously integrate these three factors into a comprehensive model, especially in the context of companies in Indonesia that face the increasingly complex dynamics of globalization and digital transformation. This study is distinctive in its integration from work discipline, the work environment, also organizational culture into a unified framework, exploring how organizational culture works as a mediating factor that may influence the effects from the independent variables to employee performance.

Derived from the background presented, this study has a goal to appraise the effect from work discipline and work environment to employee performance, alongside organizational culture serving as a mediating variable at Syntax Corporation Indonesia. The study is anticipated to produce a theoretical insight by enriching the human resource management literature, specifically by integrating these three variables into a comprehensive model that explains how organizational culture can enhance or moderate the relationship along discipline, environment, also employee performance even providing practical benefits in the form of Actionable management strategies for boosting employee output by reinforcing workplace discipline, optimizing environmental conditions, and deeply embedding a more impactful organizational culture.

METHOD

This study utilizes an explanatory design from quatitative method to appraise the impact from work discipline and environment to employee performance, alongside organizational culture serving as a mediator at Syntax Corporation Indonesia. The research employs a survey method to gather data from personnel across all company departments. Given that the population consists of 192 employees, a saturated sampling technique was applied, involving every staff member to ensure the findings provide a comprehensive and exhaustive representation of the company's internal conditions.

Data collection was executed through closed-ended questionnaires distributed via Google Forms to streamline entry and processing efficiency. These instruments employed a 5-point Likert scale to calculate employee perceptions from the variables under study. The fieldwork was carried out on a six-month period, since January to June 2025, specifically at the Syntax Corporation Indonesia site located in Cirebon Regency, West Java.

Once gathered, the data underwent analysis utilizing Partial Least Square – Structural Equation Modeling (PLS-SEM) implementing SmartPLS 4 software usage. The evaluation was performed in distinct stages: first, The analysis was executed in 2 stages: first, an outer model analysis to appraise the validity along with reliability from the measurement instruments; second, an inner model assessment to appraise the structural relationships amidst variables using R^2 and f^2 values; and third, hypothesis testing via the bootstrapping procedure. Additionally, the mediating influence of organizational culture was quantified using the Variance Accounted For (VAF) method. Presented below is the conceptual framework governing this study:

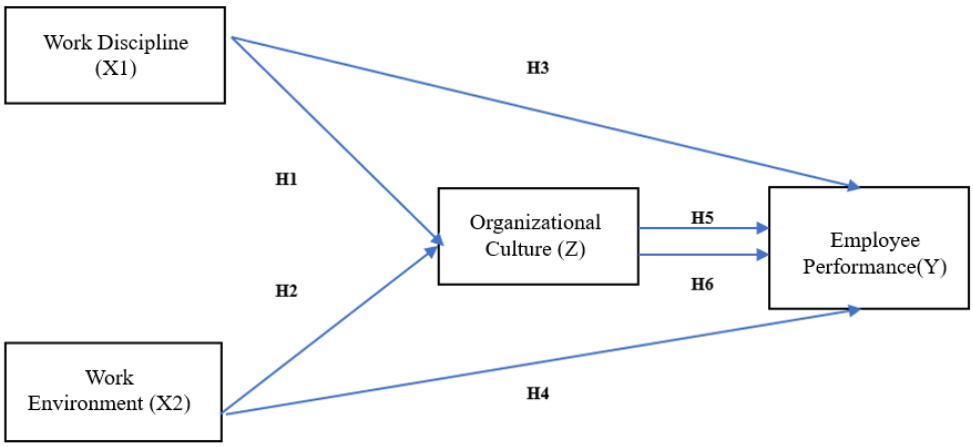


Figure 2. Conceptual Framework

RESULTS AND DISCUSSION

Outer Model

Convergent Validity

The results from the convergent validity test indicate that whole indicators exhibit a factor loading greater than 0.70 and an AVE exceeding 0.50, confirming that they are valid.

Table 1. AVE Results of Convergent Validity Test

	Average variance extracted **(AVE)**	**Description**
Organizational Culture	0.784	Good Validity
Work Discipline	0.839	Good Validity
Employee Performance	0.823	Good Validity
Work Environment	0.822	Good Validity

The table shows that the Average Variance Extracted (AVE) of whole variables is beat the advised threshold that is 0.50, indicating that convergent validity has been successfully established.

Discriminant Validity

Table 2. Fornell-Larcker

	Organizational Culture	**Work Discipline**	**Employee Performance**	**Work Environment**
Organizational Culture	**0.885**			
Work Discipline	0.542	**0.916**		
Employee Performance	0.720	0.607	**0.907**	
Work Environment	0.527	0.480	0.629	**0.907**

Derived from the Fornell–Larcker criterion, the square root from the AVE to each construct (exhibited in bold diagonal values) is surpass the correlations with the other constructs (off-diagonal values). This result confirms that discriminant validity has been established, showing that each construct is empirically distinguish and clearly differentiated on the research model.

Reliability Test

Table 3. Reliability Test

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
Organizational Culture	0.972	0.973	0.976	0.784
Work Discipline	0.976	0.977	0.979	0.839
Employee Performance	0.978	0.979	0.981	0.823
Work Environment	0.985	0.985	0.986	0.822

The table analysis indicates that the Cronbach's Alpha coefficients that applies to the constructs from organizational culture, work discipline, employee performance, also work environment are 0.972, 0.976, 0.978, and 0.985, respectively. Since all values surpass the minimum threshold of 0.70, the measurement instruments for all variables demonstrate satisfactory reliability (Budhi, 2018).

Furthermore, the results of the analysis in this table show that the Composite Reliability values for the organizational culture variable are 0.976, work discipline 0.979, employee performance values are 0.981 for employee performance and 0.986 for work environment. Since all values surpass the 0.70 threshold, it could be presumed that whole variables demonstrate strong reliability.

Inner Model

R Square (R^2)

Table 4. R Square (R^2) Test

Variable	R-square	Adjusted R-square
Organizational Culture	0.387	0.380
Employee Performance	0.638	0.633

Derived from the coefficient of determination (R^2) results, the research model demonstrates a reasonably strong capability to elaborate variations on the dependent variables. The R^2 value of 0.387 for organizational culture indicates that 38.7% from its variance is elaborated by the independent variables on the model, leaving 61.3% placeable to other factors not involved from this study. This suggests a moderate relationship amidst the independent variables and organizational culture. In contrast, the R^2 value from employee performance is 0.638, meaning that 63.8% from its variance is justified for by the independent variables. This reflects a stronger explanatory power and indicates a more substantial relationship between theindependent variables and employee performance compared to organizational culture.

Structural Model

Direct Effect between Research Variables

The direct effects from each independent (exogenous) variable to the dependent (endogenous) variable were calculated using SmartPLS analysis, and the results are presented below:

Table 5. Direct Effect Test Calculation Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Note
Work Discipline → Organizational Culture	0.376	0.376	0.061	6.126	0.000	Proven
Work Discipline → Employee Performance	0.229	0.230	0.046	4.939	0.000	Proven
Work Environment → Organizational Culture	0.347	0.346	0.061	5.733	0.000	Proven
Work Environment → Employee Performance	0.285	0.285	0.048	5.873	0.000	Proven
Organizational Culture → Employee Performance	0.445	0.445	0.051	8.797	0.000	Proven

The findings indicate that work discipline has a positive and statistically significant effect on organizational culture at Syntax Corporation Indonesia, as reflected by a path coefficient of

0.376, a t-statistic of 6.126 exceeding the critical value of 1.96, and a p-value of 0.000. These results support the first hypothesis (H1). Furthermore, Here's a polished and cohesive version of your paragraph, improving readability, flow, and academic tone while keeping all the statistical details intact: the analysis indicates that the work environment own a significant positive effect to organizational culture, alongside a coefficient that is 0.347, a t-statistic that is 5.733 (surpass 1.96), also a p-value below 0.05, thereby supporting the second hypothesis (H2).

Additionally, work discipline is found to positively and significantly shape employee performance, as reflected by a coefficient that is 0.229, a t-statistic that is 4.939, also a p-value that is 0.000, confirming the third hypothesis (H3). Similarly, the work environment demonstrates a significant positive relationship from employee performance, alongside an effect size that is 0.285, a t-statistic that is 5.873, also a p-value beneath 0.05, thus validating the fourth hypothesis (H4).

Finally, organizational culture exerts the strongest effect to employee performance, alongside a coefficient that is 0.445, a t-statistic that is 8.797 (surpassing 1.96), also a p-value that is 0.000, validating that the fifth hypothesis (H5) is also statistically supported.

Indirect Effect between Research Variables

Table 6. Results of Indirect Effect Test Calculations

	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
Work Discipline → Organizational Culture → Employee Performance	0.167	0.167	0.032	5.275	0.000
Work Environment → Organizational Culture → Employee Performance	0.155	0.154	0.031	4.936	0.000

The mediation analysis results stipulate that organizational culture serves as a significant mediating variable to the relationships amidst work discipline, the work environment, also employee performance at Syntax Corporation Indonesia. The outcomes unfold that work discipline own a positive and statistically significant indirect impact to employee performance using organizational culture, alongside a coefficient that is 0.167, a t-value that is 5.275 (surpassing the critical value that is 1.96), also a p-value that is 0.000. This suggests that higher levels of work discipline contribute to strengthening organizational culture, which resulting in refining employee performance.Similarly, the work environment exhibits a positive and significant indirect effect to employee performance using organizational culture, alongside a coefficient that is 0.155, a t-value that is 4.936 (bigger than 1.96), also a p-value beneath 0.05. These outcomes confirm that organizational culture functions as an important mechanism through which both work discipline and the work environment affecting employee performance, thereby supporting hypotheses H6 and H7.

Following the examination of direct and indirect effects, the extent of the mediation effect was further assessed using the Variance Accounted For (VAF) approach. The results indicate that organizational culture accounts for 45.2% of the total impact from work discipline to employee performance and 34.9% of the total effect from the work environment to employee

performance. Since both VAF values fall within the range of 20% to 80%, organizational culture can be categorized as a partial mediator in these relationships. This partial mediation implies that, while organizational culture plays a substantial role in explaining how work discipline and the work environment affect employee performance, other interfering variables may also contribute to this relationship and were not included in the present research model.

Discussion

The Influence of Work Discipline on Organizational Culture.

The results from the Smart-PLS data analysis stipulate that work discipline own a positive and statistically significant impact to organizational culture, supporting hypothesis H1. This suggests that bigger levels of employee work discipline adds part to the development from a stronger organizational culture at Syntax Corporation Indonesia. These outcomes are in conformity with previous studies. Astutik (2016) examined the relationship between work discipline and organizational culture in the Secretariat of the Jombang Regency DPRD. Hanny (2020) found that work discipline and organizational culture positively affect employee performance at PT Multikarya Saranaperkasa Jakarta. Similarly, Feel (2018) reported that work discipline, organizational culture, also the work environment jointly influence employee performance. Sa'adah (2025) also demonstrated that organizational culture, work discipline, also work commitment significantly shape employee performance at the Civil Service and Human Resource Development Agency of Jombang Regency. From a practical perspective, these results suggest that Syntax Corporation Indonesia should strengthen the implementation of work discipline through well-defined policies and programs, including the establishment of clear standard operating procedures (SOPs), consistent application of rewards and penalties, and continuous training to reinforce the importance of work discipline among employees.

The Influence of Work Environment on Organizational Culture

The Smart-PLS analysis results stipulate that the work environment bring a positive and statistically significant effect to organizational culture, supporting hypothesis H2. This suggests that a more supportive and helful work environment adds part to the development from a stronger organizational culture at Syntax Corporation Indonesia. These results align with previous research. Pricillia (2026) examined the effect from organizational culture and the work environment to employee job satisfaction and found a significant effect. Tiomantara (2021) reported that both the work environment and organizational culture significantly shape employee job satisfaction. Similarly, Feel (2018) concluded that work discipline, organizational culture, also the work environment collectively shape employee performance. From a practical perspective, these findings imply that Syntax Corporation Indonesia should implement policies and programs aimed at improving the work environment. Initiatives could include renovating and redesigning ergonomic workspaces, enhancing work support facilities, organizing team-building activities to strengthen interpersonal relationships, and fostering an open and transparent communication system within the organization.

The Influence of Work Discipline on Employee Performance

The results from data analysis using Smart-PLS unfold that Work Discipline own a positive and significant effect to Employee Performance. These findings confirm H3, denoting that the bigger the level of Work Discipline applied by employees, the bigger the Employee Performance at Syntax Corporation Indonesia.

This finding confirms the results of previous studies conducted by (Afandi dan Bahri (2020) which found that leadership, motivation, and work discipline affect employee performance. Wisanggeni, Sodirin dan Astuti (2024) which unfolds that work discipline shapes employee performance at Perum Damri Palembang. Jasman Saripuddin Hasibuan (2019) which concluded that work discipline and motivation shape employee performance. Another study by Ekhsan (2019) also detected that motivation and work discipline shape employee performance, reinforcing the findings of this study.

These findings imply that Syntax Corporation Indonesia needs to continue to strengthen its culture of discipline through various strategic initiatives. This could include implementing a measurable performance monitoring and evaluation system, providing incentives for employees who demonstrate high work discipline, applying consistent sanctions for disciplinary violations, and implementing mentoring and coaching programs to help employees develop self-discipline.

The Influence of Work Environment on Employee Performance

The results from data analysis using Smart-PLS unfold that the work environment bring a positive and significant effect to employee performance. These outcomes confirm H4, denoting that the more encouraging the work environment, the bigger the employee performance at Syntax Corporation Indonesia.

This finding confirms the outcomes from previous research executed by Arbyan dan Riyanto (2024) which detected that the work environment shapes employee performance, Adha, *et al* (2019) which concluded that work motivation, work environment, also work culture affect the performance of employees at the Social Service Agency of Jember Regency, also Nurdin, *et al* (2021) which shows that work motivation and work environment affect employee performance. Another analysis by Iqbal, *et al* (2021) also found that the work environment shapes employee performance using job satisfaction at PT ICI Paints Indonesia.

From a practical perspective, these findings imply that Syntax Corporation Indonesia needs to make continuous investments in improving and maintaining the work environment. This could include modernizing work infrastructure and technology, providing flexible workspaces to support various working styles (such as open spaces for collaboration and quiet rooms for focus), employee health and wellness programs (such as gyms, relaxation areas, and counseling), and initiatives to build an extensive and encouraging work culture.

The Influence of Organizational Culture on Employee Performance

The results from data analysis using Smart-PLS unfold that Organizational Culture own a positive and significant effect to Employee Performance. These findings confirm H5, indicating that the stronger the Organizational Culture, the bigger the Employee Performance at Syntax Corporation Indonesia.

These outcomes are in conformity with previous studies. Rosvita, *et al* (2017) detected that organizational culture significantly shapess employee performance, alongside a coefficient of determination that is 0.827. Apriansyah (2020) reported a positive and significant effect from organizational culture to employee performance at PT Indotex Indonesia in Tangerang, alongside a correlation coefficient that is 0.731. Wiyanto, *et al* (2021) concluded that organizational culture influences employee performance at PT Putra Sinar Permaja, with a regression coefficient of 0.639. Ainanur dan Tirtayasa (2018) also found that organizational culture, competence, and motivation collectively affect employee performance.

A strong organizational culture acts as an internal compass, providing direction and meaning for employees in working on their task. The Effect Size (F^2) analysis result of 0.336 indicates that Organizational Culture bring a very strong effect to Employee Performance, exceeding the direct influence of Work Discipline (0.095) and Work Environment (0.150). This underscores the central duty of organizational culture as a key driver from organizational performance. This outcome in conformity with the Resource-Based View theory, which emphasizes that intangible assets, such as organizational culture, serve as a source of competitive advantage that is difficult for competitors to replicate.

The Influence of Work Discipline on Employee Performance through Organizational Culture as a Mediating Variable

The results from data analysis using Smart-PLS unfold that Work Discipline bring a positive and significant impact to Employee Performance alongside Organizational Culture as a mediating variable. This finding confirms H6, indicating that Organizational Culture works being a mediating mechanism on the relationship amidst Work Discipline and Employee Performance at Syntax Corporation Indonesia.

This finding aligns with previous studies. Lestari, *et al* (2023) found that organizational culture mediates the influence of job satisfaction to employee performance, alongside organizational commitment being a mediating variable among employees at Pancasakti University in Tegal. Jannah (2016) demonstrated that organizational culture affects employee performance alongside organizational commitment being an intervening variable at PT PG Rajawali I Surabaya. Similarly, Budiono (2016) reported that organizational culture influences employee performance using organizational commitment at PT Kerta Rajasa Raya.

However, some studies present different results, highlighting a research gap. Taurisa and Ratnawati (2012) found that organizational culture was not significant as a mediating variable from the relationship amidst various factors and employee performance at PT Sido Muncul Kaligawe Semarang. Pawirosumarto, Sarjana, and Gunawan (2017) reported that the mediating effect from organizational culture can vary depending to organizational and industry characteristics. Anitha (2014) also indicated that the duty of organizational culture as a mediator is not always consistent across organizational settings. These inconsistencies suggest that the mediating role of organizational culture can vary derived from organizational realm, industry, also employee characteristics. This research gap underscores the importance of the current study, particularly in examining how the mediating mechanism from organizational culture operates within the realm from information technology companies such as Syntax Corporation Indonesia, which exhibits unique work dynamics, innovation, also organizational culture.

The Influence of Work Environment on Employee Performance through Organizational Culture as a Mediating Variable

The results from the Smart-PLS analysis unfold that the work environment positively and significantly shapes employee performance using organizational culture being a mediating variable. This finding confirms hypothesis H7, showing that organizational culture links the work environment to employee performance at Syntax Corporation Indonesia. Febriani, *et al* (2023) found that organizational culture mediates the effect from employee engagement to performance. Marisa (2022) demonstrated that communication, work motivation, also the work environment influence employee performance with work discipline as a mediator. Haryono, *et*

al (2020) reported that work motivation and leadership affect job satisfaction and employee performance through mediating factors. Ratnasari, *et al* (2024) highlighted that organizational culture interferes the relationship amidst some components from the work environment and employee performance.

Despite these supporting studies, the literature also contains inconsistent findings, pointing to a contextual dependency of the mediating role of organizational culture. Suwondo dan Sutanto (2015) found that in family-owned businesses in Surabaya, organizational culture did not significantly mediate the work environment–performance relationship, with the work environment exerting a stronger direct influence. Similar conclusions were drawn by Lumbanraja (2009), who reported that in some government organizations, formal regulations and tangible components from the work environment own a more decisive duty than culture on influencing performance. Wahyudi and Tupti (2019) also observed that in the hospitality industry, physical work conditions such as facilities and room layout have a greater direct impact than indirect effects through organizational culture. Other research in manufacturing contexts similarly indicates that a well-designed physical work environment can directly enhance productivity without the need for cultural internalization, and in highly procedural organizations, the mediating role of culture is minimal because performance depends primarily on clear procedures and supportive conditions. These inconsistencies suggest that the influence of organizational culture as a mediator is shaped by factors such as industry type, organizational size, workforce demographics, maturity of organizational culture, and stage of organizational development. This study detects this gap by examining how organizational culture mediates performance in an information technology company like Syntax Corporation Indonesia, where the work environment is highly dynamic, innovative, and knowledge-driven, differing from previously studied contexts such as traditional, family-owned, government, and manufacturing organizations.

The practical implications of these findings suggest that Syntax Corporation Indonesia should adopt a holistic, culture-informed approach to workplace design. Beyond focusing solely on the technical or ergonomic aspects of the environment, management should consider how physical and spatial design can support or hinder the development of the desired organizational culture. Strategies may include involving employees in participatory workspace design, creating spaces that accommodate diverse work modes (collaborative, individual, formal, informal), incorporating physical symbols that reflect organizational values (such as award displays or innovation showcases), and developing flexible work areas that can adapt to various tasks and employee preferences. Regular evaluations using surveys, focus groups, and observations can help ensure that the work environment aligns with and reinforces the intended cultural values. By acknowledging that 35.2% from the effect in the work environment to performance is mediated using organizational culture, management can implement a dual-focused strategy that simultaneously optimizes the work environment and strengthens culture, thereby enhancing employee performance and creating sustainable competitive advantage through the integration of human capital, cultural infrastructure, and physical workplace design.

CONCLUSION

This study demonstrates that both work discipline and the work environment have a positive and significant impact on employee performance at Syntax Corporation Indonesia, with organizational culture acting as a partial mediator. High levels of work discipline and a supportive work environment not only improve employee performance directly but also contribute to strengthening organizational culture, which further amplifies performance. The findings provide valuable insights into human resource management by emphasizing the need to cultivate discipline, enhance the work environment, and foster a robust organizational culture. Future research could explore additional variables such as work motivation, transformational leadership, or organizational commitment, and consider employing mixed-method approaches to gain a deeper understanding of the dynamics influencing employee performance in organizations undergoing digital transformation.

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