

Indirect Effect of Organizational Climate and Work Discipline on Employee Performance with Competence as a Mediator

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Abstract

The research was conducted based on the indirect effect of organizational climate and work discipline on the performance of employees at PT. Karya Lima Friends with competence as a mediator. This indirect effect can be known by knowing the direct effect of organizational climate, work discipline and competence partially on the performance of employees of PT. The Work of Five Friends. The direct influence of organizational climate and work discipline partially on competence. The method used in this study is a quantitative method with the type of correlational research that describes the phenomenon under study. For this reason, questionnaires were distributed to 82 respondents who were employees of PT. The Work of Five Friends. Because the population is less than 100, a full sample is taken equal to the population. The results of the study found that for all direct and indirect effects were significant and positive.

Keywords: Organizational Climate, Work Discipline, Competency, and Performance.

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INTRODUCTION

For the purposes of investigating the performance of employees of PT. Karya Lima Sahabat uses 3 (three) independent variables, namely organizational climate, work discipline and competence. These three independent variables are used to obtain an indirect effect of organizational climate and work discipline on the performance of employees of PT. Karya Lima Sahabat with competence as a mediator. The indirect effect mentioned above can be determined through the direct influence of organizational climate, work discipline and competence partially on the performance of employees of PT. The work of Lima Sahabat and the direct influence of organizational climate and discipline partially on competence.

Organizational climate is a description of the internal atmosphere of the organizational environment that is felt by members of the organization during their activities in order to achieve organizational goals. Deep Syamsir(Barsah, 2017)states that we are born in organizations, educated by organizations, and most of us spend our lives working for organizations. Therefore it can be said that

the organization is a consciously coordinated social intensity with identifiable boundaries and works continuously to achieve common goals. Deep Reichers and Scheneider (Tadampali, Hadi, & Salam, 2016) states that climate is a perception or shared opinion regarding organizational policies, implementation of policies and procedures, both formal and informal. Cahyono inside (Putra & Suwandana, 2017) states that organizational climate is also an organizational atmosphere is a series of work environment around the workplace that influences a person's behavior in carrying out work which ultimately makes organizational goals quickly achieved. Because organizational climate is the relative quality of the environment experienced by its members, it has an effect on their behavior and how well the organization functions. According to states that the organizational climate moves with the development of an organization. The larger the organization, the more complex the climate will be. In fact, the number of organizational climates can be more than the organization itself. Based on the above it can be concluded that organizational climate is the perception of organizational members towards the internal or psychological environment which is a shared opinion regarding policies, implementation, and various procedures both formal and informal for members of the organization which determine their performance so that they have a direct effect on performance. Organizational climate is directly related to work discipline. Nurmansyah (2018) states that work discipline is the magnitude of a person's sense of responsibility for the tasks assigned to him. Deep rival (Sinambela, 2016) stated that there are several things that explain the indicators of work discipline, namely presence, adherence to work regulations, adherence to work standards and ethical work. Discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Work discipline is closely related to competence. Agustian, Poernomo, & Puspitaningtyas, (2018) states that competence is the ability to carry out or perform a job based on skills and knowledge and supported by the work attitude demanded by the job. Triastuti (2018) states that competence is a characteristic of a person related to the effectiveness of individual performance that has a causal relationship or as a cause and effect with the criteria used as a reference. Competence is in a person's personality that can predict behavior and performance broadly in all situations and work tasks. It can be concluded that competence is a characteristic inherent in a person that causes that person to be able to predict his surroundings in a job or situation. Competence has no meaning if the employee's work discipline is low. According to previous researchers, the three independent variables discussed above have a significant and positive effect on performance. This study aims to improve the performance of employees of PT.

Formulation of the problem

- 1) Does the organizational climate have a positive and significant effect on the performance of employees of PT. Karya Lima Sahabat?
- 2) Does work discipline have a positive and significant effect on the performance of employees of PT. Karya Lima Sahabat?
- 3) Does competence have a positive and significant effect on the performance of employees of PT. Karya Lima Sahabat?

- 4) Is the indirect effect of organizational climate on the performance of employees of PT. Karya Lima Sahabat with competence as a positive and significant mediator?
- 5) Is the indirect effect of work discipline on the performance of employees of PT. Karya Lima Sahabat with competence as a positive and significant mediator?
- 6) Does the organizational climate, work discipline and competence simultaneously have a positive and significant effect on the dependent variable on the performance of employees of PT. Karya Lima Sahabat?

Organizational climate is a description of the internal atmosphere of the organizational environment that is felt by members of the organization during their activities in order to achieve organizational goals. Deep Reichers and Scheneider(Tadampali et al., 2016)states that climate is a perception or shared opinion regarding organizational policies, implementation of policies and procedures, both formal and informal.Putra & Suwandana (2017)states that organizational climate is an organizational atmosphere is a series of work environment around the workplace that influences a person's behavior in carrying out work which ultimately makes organizational goals quickly achieved.Wulantika & Rizaldi (2017)Organizational climate is a series of descriptions of organizational characteristics that distinguish an organization from other organizations that lead to the perceptions of each member in viewing the organization. Deep Syamsir(Barsah, 2017)states that we are born in organizations, educated by organizations, and most of us spend our lives working for organizations. Therefore it can be said that the organization is a consciously coordinated social entity with identifiable boundaries and works continuously to achieve common goals.Prihantoro (2012)states that organizational climate describes how the conditions of the place and work facilities, as well as the psychological environment such as social relations within it will be able to influence the work discipline of the members. MeithianaIndrasari (2018), in the Employee Performance Evaluation book, writes that the dimensions of organizational climate limit the definition of a very diverse organizational climate.Saputra & Susanto (2016), mentioning there are nine dimensions of organizational climate can be seen in Table 1. as follows.

Table 1. Organizational Climate Dimensions and Indicators

Variable	Dimension	Indicators
Organizational Climate (X1)	1.Structure	1. Work Procedure
		2. Rules at Work
	2.Responsibility	3. Consequences of the Work Done
	3.Appreciation	4. Awards
		5. Rewards
	4.Risk	6. Risk in Carrying Out Work

		7. Work Challenges
	5. Warmth	8. Relationship between Employees
		9. Work Atmosphere
	6. Support	10. Support to Subordinates
		11. Peer Support
	7. Performance Standard	12. Organizational Performance Standard
		13. Emphasis on the Achievement of Work Results
	8. Conflict	14. Solutions to Organizational Problems
	9. Personal Identity	15. Member Identification

Understanding Work Discipline A company in achieving a goal is determined by the quality and professionalism is also determined by the discipline of its employees. Discipline is very important for organizational growth, especially for motivating employees to carry out work both individually and in groups. Afandi (2016) mentioning the functions of work discipline are: Organizing life together in an organization, Building and training a good personality, Following organizational rules and Sanctions or punishments for those who violate discipline. Definition of Work Discipline according to Sinambela (2016), namely work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior to follow the rules of the game set. Singodimedjo inside (Eddy, 2016) states the rules relating to discipline, among others: hours of entry, return, and hours of rest. Basic rules regarding dress, and conduct in work. Ways of doing work and relating to other work units. Regulations about what employees may and may not do while in the organization and so on. Mangkunegara (2017), there are two forms of work discipline, namely:

- 1) Preventive Discipline, is an effort to move employees to follow and comply with work guidelines, rules outlined by the company. Preventive discipline is a system related to work requirements for all parts of the system in the organization.
- 2) Corrective Discipline is an effort to mobilize employees to unify a regulation and direct them to comply with the regulations in accordance with the guidelines that apply to the company. Employees who violate discipline need to be given sanctions in accordance with applicable regulations. The purpose of imposing sanctions is to improve violating employees, maintain applicable regulations and teach lessons to violators.

Afandi (2016) to condition company employees to always be disciplined, there are several disciplinary principles, namely: Discipline is carried out personally, must be constructive, must be carried out by the immediate superior immediately and justice is needed in disciplinary action. Discipline shows a condition or attitude of respect that exists in oneself employees against company rules and regulations. Thus if the rules or regulations that exist in the company are ignored, or are often violated, then the employee has bad discipline. Deep rival (Sinambela, 2016) provides the Dimensions and Indicators of Work Discipline which are tabulated in Table 2. as follows,

Table 2. Dimensions and Indicators of Work Discipline

Variabel	Dimensi	Indikator
Disiplin Kerja (X3) Rivai dalam Sinambela (2016)	1. Kehadiran	1) kehadiran dalam bekerja
		2) waktu pulang kerja
		3) waktu istirahat
	2. Ketaatan pada peraturan kerja	4) Taat pada peraturan
		5) Tidak melalaikan prosedur kerja
		6) mengikuti pedoman kerja
	3. Ketaatan pada standar kerja	7) Tanggung jawab kepada tugas
		8) Taat pada standar kerja
		9) Kewaspadaan tinggi
	4. Tingkat kewaspadaan tinggi	10) Selalu berhati-hati
		11) Bekerja efektif dan efisien
		12) Ketelitian dalam bekerja
		13) Bertindak sopan
		14) Selalu disiplin
	5. Bekerja etis	15) Tidak terlibat tindakan yang tidak pantas.

Variable	Dimension	Indicators
Work Discipline (X2)	1. Presence	1. Attendance at Work
		2. Time to Get Home from Work
		3. Time Off
	2. Obedience to Work Rules	4. Obey the Rules
		5. Do Not Neglect Work Procedures
		6. Follow Work Guidelines
	3. Adherence to Work Standards	7. Responsibility for Task
		8. Quality of Support Provided by Colleagues
	4. High Alert Level	9. Work system
		10. Facility
		11.
		12. Facilities Provided by the Organization
	5. Work Ethically	13. High Levels of Pressure Changes in the Internal Environment
		14.
		15. High Levels of Pressure to Change in the External Environment

Competence

Research conducted by Margaretha, Perizade, Widiyanti, & Zunaidah (2020) at PT. Semen Baturaja (Persero) Tbk. The population in this study are all permanent employees of PT. Semen Baturaja (Persero) has 894 employees. The results showed that direct compensation had a positive and significant effect on employee performance at PT Semen Baturaja (Persero), Tbk. Handayani & Wijayanti (2018) to employees of PT. Noble Golden Chariot. The research objective was to examine the effect of compensation, motivation and job satisfaction on the work performance of employees at PT. Noble Golden Chariot. Research using survey method. The population is all employees who work at PT. Kereta Kencana Mulia, which has 45 employees. The results of this study indicate that compensation has no effect and is not significant on the performance of employees of PT. Kereta Kencana Mulia due to Compensation and Job Satisfaction has a tcount below 1.96. Njoroge, Gachunga, & Kihoro (2015). The purpose of this study was to determine the effect of compensation and rewards on employee performance in the district government of Nakuru, Kenya. A stratified random sampling technique was used on a target population of 6,400 respondents from the same geographic study area. A simple random sample was used to select the respondents that formed a sample study using 98 respondents. The results of the study prove that there is a strong relationship between compensation and employee performance in the Naruku regional government. Sugiyanto & Santoso (2018) provide dimensions and indicators of competency variables as can be seen in Table 3. as follows,

Table 3. Dimension and Indicators of Competency Variables

Variable	Dimension	Indicators
Competence (X3)	1. Knowledge	1. How to Do Learning Identification
		2. Doing Good Learning
	2. Understanding	3. Good Understanding of Conditions
		4. Understanding of Characteristics
	3. Skill	5. Doing Work
		6. Selecting Effective Work Method
	4. Value	7. Selecting Work Method
		8. Honesty
		9. Openness
	5. Attitude	10. Democratic
		11. Reaction to the Economic Crisis
		12. Feelings for a Salary Increase
	6. Interest	13. Show
		14. Perform a Task
		15. Formulate Vision and Mission

Performance Employee

In general, performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions, with the responsibilities assigned or given to him. Priance (2017) states that performance is a manifestation of ability in the form of real work or is the result of work achieved by employees in carrying out tasks and jobs originating from the company. Mathis and Jackson in (Priansa, 2017) stating performance is basically the things that are done or not done by employees in carrying out their work. Rivai and Sagala deep (Priansa, 2017) each person as work performance produced by employees according to their role in the company. Cashmere (2016), there are six indicators used to measure employee performance, namely: 1. Quality (quality) Quality, is a level where the process or result of completing an activity 2. Quantity (amount) 3. Time (term) 4. Cooperation among employees 5. Cost suppression and 6. Supervision. Based on the description above, it can be said that performance is the result or achievement carried out by members which reflects the support received, the existence of work carried out, employee relations with the organization, success in carrying out the tasks or work received. Armstrong and Baron in (Wibowo, Riana, & Putra, 2015) states that the dimensions and performance indicators can be seen in Table 4. as follows,

Table 4. Employee Performance Dimension and Indicators

Variable	Dimension	Indicators
Employee Performance (Y)	1. Individual Factors	16. Skill Level
		17. Owned Competence
		18. Motivation
		19. Individual Commitment
	2. Leadership Factors	20. Quality Push
		21. Guidance
		22. Manager Support
		23. Team Leader Support
	3. Team Factors	24. Quality of Support Provided by the Team
		25. Quality of Support Provided by Colleagues
	4. System Factors	26. Work system
		27. Facility
		28. Facilities Provided by the Organization
	5. Situational Factors	29. High Levels of Pressure Changes in the Internal Environment
30. High Levels of Pressure to Change in the External Environment		

Framework

From Figure 2.1 it can be seen that the direct influence of organizational climate, work discipline and competence partially on the performance of employees of PT. Work of Five Friends (1, 2 and 3). The direct influence of organizational climate and work discipline partially on competence (4.5). Indirect influence of organizational climate on the performance of employees of PT. Karya Lima Sahabat with competence as a mediator (6). The indirect effect of work discipline on the performance of employees of PT. Karya Lima Friends with competence as a mediator (7). The direct influence of organizational climate, work discipline and competence simultaneously on the performance of employees of PT. The work of Five Friends (8). All of these influences, both direct and indirect, have been clearly and systematically described in Figure 1. as follows,

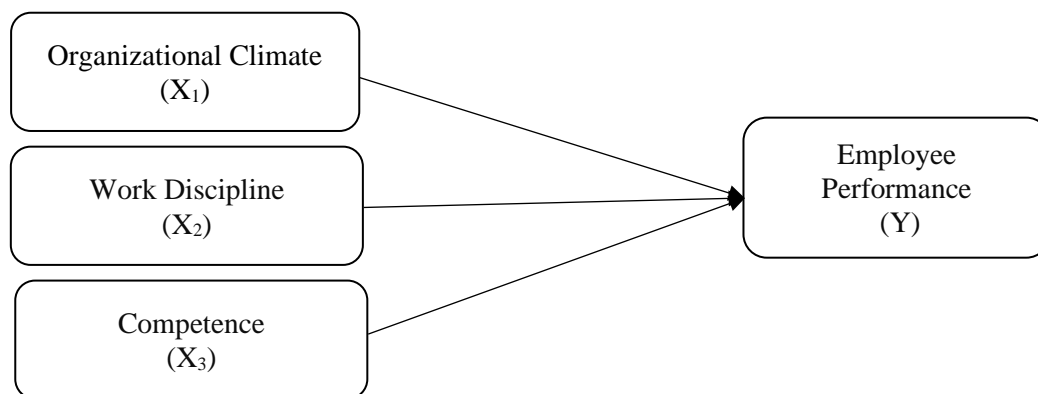


Figure 1. Research Framework

Hypothesis Development

1) The direct effect of organizational climate on the performance of employees of PT. Karya Lima Sahabat

The results of research conducted by Ratnasari & Sutjahjo (2017) found that organizational climate can make employees work optimally, provide a comfortable and supportive work environment, so that employees are satisfied with the existing work climate so that they can improve performance. Hanum (2018) states that organizational climate is the view of members of the organization relating to the organization whether it has happened or is happening inside or outside the company environment which can influence behavior, attitudes and then determine organizational performance. The results of research conducted by Sinurat & Lusya (2018) shows that organizational climate and organizational culture simultaneously have a significant influence on employee performance. Organizational climate partially has a significant influence on employee performance.

H1: Organizational climate has a significant and positive effect on the performance of employees of PT. Karya Lima Sahabat

2) The direct effect of work discipline on the performance of employees of PT Karya Lima Sahabat

Mardiana & Paryanti (2021) with the research title *The Effect of Work Discipline and Compensation on the performance of employees at the HC&GA Group Head PT. Jasamarga Flyover Cikampek*. Obtain that The results of the study show that work discipline and compensation affect employee performance. The influence in percent is 90.4%. Siswanto (2005) states that work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations both written and unwritten and able to carry them out and not avoid accepting sanctions if he violates the duties and authority given to him, thus work discipline affects positive on performance. Anga Primary (2020) with the research title *Effect of work discipline on employee performance at PT. Angkasa Permai Tourism* got the result that there is a significant effect of the work discipline variable on the employee performance variable,

H2: Work Discipline has a significant and positive effect on the performance of employees of PT. Karya Lima Sahabat

3) The direct effect of competence on the performance of employee performance of PT. Karya Lima Sahabat

Margaretha et al. (2020) conducted research on the influence of competence on employee performance at PT Semen Baturaja (Persero), Tbk which has an employee population of 894 people. Using a purposive sampling technique which aims to determine the sample criteria, namely samples taken as many as 547 respondents. The results showed that competence had a positive and significant effect on employee performance at PT Semen Baturaja (Persero) Tbk. Maizar (2017) reveals how the influence of motivation, work competence and compensation simultaneously and partially on employee performance using data collection methods in the form of questionnaires and the method used is descriptive analysis and multiple regression analysis. The results of the research variables on motivation, competency and compensation simultaneously have a positive and significant effect on employee performance. Competency variables have a negative but not significant effect on employee performance.

H3: Competence has a significant and positive effect on the performance of employees of PT. Karya Lima Sahabat

4) The influence of organizational climate indirectly on the performance of employees of PT. Karya Lima Sahabat through competence as a mediator

The influence of organizational climate indirectly on the performance of employees of PT. Karya Lima Sahabat's work through competence as a mediator is positive and significant because of the direct influence of organizational climate on the performance of employees of PT. Karya Lima Sahabat
H4: Indirect effect of organizational climate on the performance of employees of PT. Karya Lima Sahabat with Competence as a mediator is significant and positive.

5) The effect of work discipline, indirectly on the performance of employees PT. Karya Lima Sahabat through competence as a mediator

Indirect influence of work discipline on the performance of employees of PT. Karya Lima Sahabat's work through competence as a mediator is positive and significant because of the direct influence of work discipline on the performance of employees of PT. Karya Lima Sahabat

H5: Indirect effect of work discipline on the performance of employees of PT. Karya Lima Sahabat with Competence as a mediator is significant and positive

6) The direct effect of organizational climate, work discipline and competence simultaneously on the performance of employees of PT. Karya Lima Sahabat

The direct influence of organizational climate, work discipline and competence simultaneously is positive and significant on the performance of employees of PT. Karya Lima Sahabat

H6: Organizational climate, work discipline and competence simultaneously have a significant and positive effect on the performance of employees of PT. Karya Lima Sahabat

METHODS

This research is a quantitative approach with a descriptive research. This research aims to describe or describe the phenomenon of influence between the dimensions of organizational climate, competence work discipline partially and simultaneously on the performance of employees of PT. Karya Lima Sahabat is positive and significant. The influence of organizational climate and work discipline indirectly on the performance of employees of PT. Karya Lima Sahabat's work with competence as a moderator variable is also positive and significant.

The population of employees of PT. Karya Lima Sahabat totals 82 people. Because the population is <100 people, to determine the effect of the independent variable on the dependent variable, a questionnaire is distributed to the sample whose number is the same as the population (full sample). So the questionnaire was distributed to 82 respondents.

Before calculating the regression equation, both simple regression and multiple regression, the research data was first tested with validity, reliability, normality, multicollinearity and heteroscedasticity tests. Validity testing is to ensure that the questionnaire is really good. Reliability is a measure that shows the consistency of a measuring instrument in measuring the same symptoms on other occasions. The research variable is free from reliability if the Cronbach Alpha value is > 0.600. The normality test is a rule for setting Asymp values. Sig. (2-tailed) in the SPSS output is greater than the significant level (0.05). Multicollinearity testing was carried out with VIF <10 and Tolerance> 0.1 criteria. The heteroscedasticity test in this study is to look at the tendency of the independent variables to have a high correlation.

RESULTS AND DISCUSSION

Test Data

1) Validation Test

Results of the validation test can be seen in Table 5. as follows:

Table 5. Calculation of Research Variable Validation Test

X and Y Index	RcountX1	RcountX2	RcountX3	RcountY	Rtable	Information
01	.480**	.676**	.403**	.465**	0.286	valid
02	.412**	.636**	.415**	.505**	0.286	valid
03	0.163	.557**	.540**	.302**	0.286	valid
04	.344**	.715**	.528**	.260*	0.286	valid
05	0.145	.554**	.703**	.240*	0.286	valid
06	.364**	.702**	.636**	.354**	0.286	valid
07	.294**	.477**	.625**	.300**	0.286	valid
08	.651**	.309**	.768**	.359**	0.286	valid
09	.651**	0.062	.551**	.626**	0.286	valid
10	.276*	.438**	.550**	.503**	0.286	valid
11	.595**	.684**	.702**	.444**	0.286	valid
12	.411**	.453**	.328**	.458**	0.286	valid
13	.298**	.527**	.393**	.244*	0.286	valid
14	.318**	.487**	.474**	.622**	0.286	valid
15	.651**	.635**	.586**	.626**	0.286	valid

organizational climate (X1), work discipline (X2), competence (X3) and performance (Y)

The test results found that all research variable questionnaires were declared valid because all Pearson correlations calculated (Rcount) were greater than the coefficients from the table whose value was 0.286 (82 respondents) with an accuracy of 0.01 (1%). Except: X103, X105 and X209 are not valid and X110, Y04, Y05 and Y13 are valid with an accuracy of 0.05 (5%) because their values are <0.268 and >0.220.

2) Reliability Test

The result of the validation test are tabled in table 6. As follows,

Table 6. The Results of The Research Variable Reliability Test

No,	Variable	Cronbach's alpha
1	X1s (13)	0.663>0.600
2	X2 (14)	0.835>0.600
3	X3 (15)	0.837>0.600
4	Y (15)	0.661>0.600

All research variables X1, X2, X3, and Y are free from reliability if the Cronbach Alpha value is > 0.600.

3) Normality Test

The rule for determining the normality of a data is that the data is said to be normally distributed if the Asymp. Sig. (2-tailed) in the SPSS output is greater than the level of significance (0.05). All research data are normally distributed as shown in Table 7.

Table 7. The Results of The Research Variable Normality Test

Variable	Asymp. sig. (2-tailed)
X1	0.200>0.05
X2	0.200>0.05
X3	0.200>0.05
Y	0.051>0.05

4) Multicollinearity Test

An indication of the occurrence of multicollinearity is, if the VIF value is greater than 10 and the tolerance is less than 0.1. It can be seen that all independent variables escape the multicollinearity problem or none of the independent variables are affected by multicollinearity, because the VIF of the three independent variables is <10 and tolerance> 0.1 as shown in Table 8.

Table 8. The Results of The Research Variable Normality Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Skor iklim organisasi	.458	2.182
	Skor disiplin kerja	.257	3.893
	skor kompetensi	.363	2.756

5) Heteroscedasticity Test

The heteroscedasticity test in this study is to see the tendency of the independent variables to have a high correlation. If there is a high correlation between the independent variables, heteroscedasticity will occur.

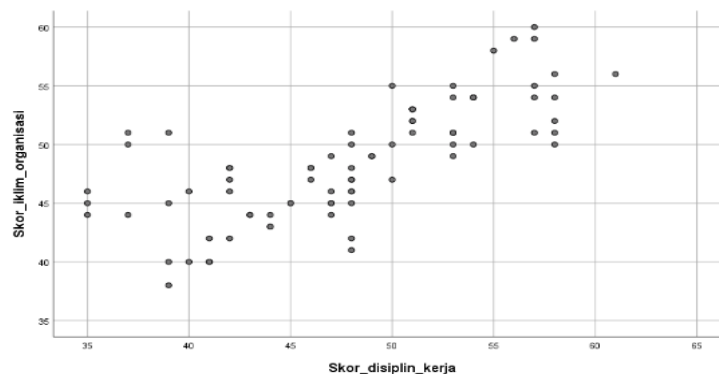


Figure 2. Graph of Organizational Climate on Work Discipline

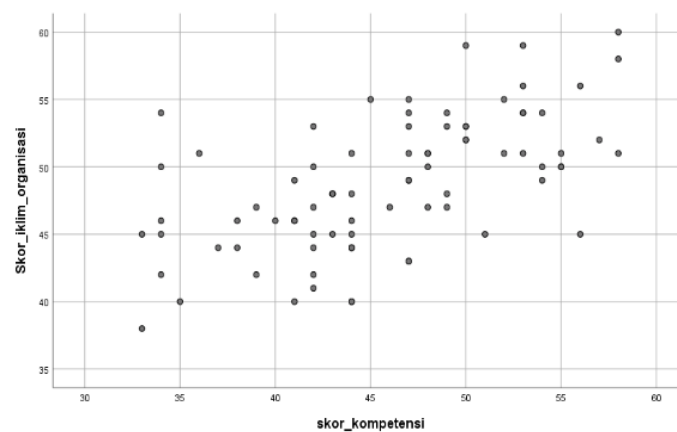


Figure 3. Graphic Organizational Climate on Competence

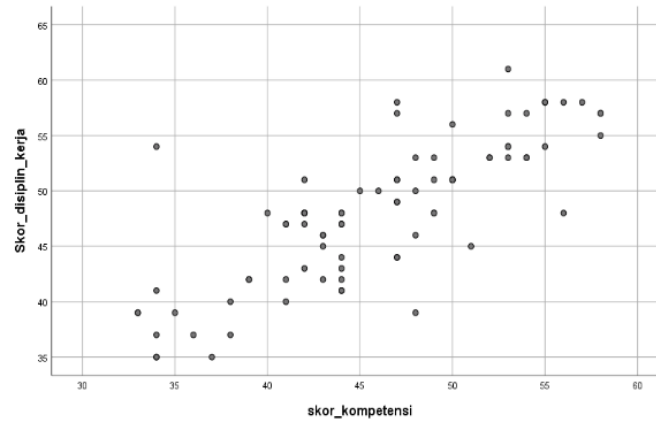


Figure 4. Graph of Work Discipline to Competence

Simple Regression Equations

To determine the effect of organizational climate, competence, and work discipline partially on the performance of employees of PT. The work of Lima Sahabat and the influence of organizational climate and competence partially on work discipline used simple regression analysis. The results obtained are tabled in Table 9. as follows

Table 9. The Results of Calculating The Simple Regression Equation and Multiple Regression

Influencer	Formulas	tcount	ttable	Fcount	Ftable	Influence (%)
Y(X1)	$Y = 26.563 + 0.451 X1$	4,933	2,374	24,332	3.57	23,3
Y(X2)	$Y = 31.156 + 0.362 X2$	5,265	2,374	27,715	3.57	25,7
Y(X3)	$Y = 32.013 + 0.360 X3$	5,441	2,374	29,604	3.57	27.0
X3 (X1)	$X3 = 6.875 + 0.800 X1$	6,599	2,374	43,552	3.57	35,3
X3 (X2)	$X3 = 6.406 + 0.822 X2$	11,850	2,374	140,415	3.57	63,7

organizational climate (X1), work discipline (X2), competence (X3) and performance (Y)

The results shown in Table 9. state that organizational climate (X1), work discipline (X2), and competence (X3), have a positive and significant effect on the performance of employees of PT. Work of Five Friends, because all $tcount > ttable$. (4.933, 5.265 and 5.441 > 2.374). While the effect in % is 23.3%, 25.7% and 27.0% these results are correct because all $Fcount > Ftable$. (24.332, 27.715 and 29.604 > 3.57). The effect of organizational climate and work discipline partially on competence is significant and positive because all t counts > t tables. (6.599 and 11.850 > 2.374). While the influence in % is 35.3% and 63.7%. This value is true because all $Fcount > Ftable$. (43.552 and 140.415 > 3.57).

Multiple Regression Equation

To determine the influence of organizational climate, work discipline and competence simultaneously on the performance of employees of PT. The work of Lima Sahabat used multiple regression analysis. The results obtained are tabled in Table 10., as follows.

Table 10. The Results of the Calculation of the Multiple Regression Equation

Influencer	formulas	Fcount	Ftable	Influence (%)
Y(X1,X2,X3)	$Y=25,911+ 0.219 X1 + 0.061 X2 + 0.216 X3$	12.174	4.04	29,3

The results shown in Table 10. state that the influence of organizational climate, work discipline and competence simultaneously on the performance of employees of PT. The work of Lima Sahabat is significant and positive because $F_{count} > F_{table}$ ($12.174 > 4.04$) While the effect in % is 29.3%. This result is correct because $F_{count} > F_{table}$ ($12.174 > 4.04$).

CONCLUSION

The results of the calculation of the direct effect of 3 (three) independent variables of organizational climate, work discipline and competency both partially and simultaneously on the performance of employees of PT. The work of Lima Sahabat and the indirect influence of organizational climate and work discipline with competence as a mediator are summarized as follows.

Organizational climate has a positive and significant effect on the performance of employees of PT. Karya Lima Sahabat .Work discipline has a positive and significant effect on the performance of employees of PT. Karya Lima Sahabat Competence has a positive and significant effect on the performance of employees of PT. Karya Lima Sahabat The influence of organizational climate indirectly on the performance of employees of PT. Lima Sahabat's work through competence as a mediator is positive and significant because of the direct influence of organizational climate on the performance of employees of PT. Karya Lima Sahabat Indirect influence of work discipline on the performance of employees of PT. Lima Sahabat's work through competence as a mediator is positive and significant because of the direct influence of work discipline on the performance of employees of PT. Karya Lima Sahabat .Organizational climate, work discipline and competence simultaneously have a direct, positive and significant effect on the performance of employees of PT. Karya Lima Sahabat .

It is suggested to managers pay attention to the dimensions and indicators of research variables so that the existing positive influences can be maintained. The influence of independent variables that have succeeded in positively influencing employee performance should be maintained. It is suggested to other researchers to further research the problem of increasing employee performance with other independent variables, other types of companies and other work environments.

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