

Understanding Driver Performance: The Mediating Impact of Discipline on Motivation, Skills, and Work Culture at PT Hiba Logistic



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ABSTRACT: This study investigates the mediating role of discipline in the relationship between motivation, work skills, work culture, and drivers' performance at PT Hiba Logistic (Hilog). Utilizing an explanatory research design, this study explores causal relationships among the variables to test hypotheses and uncover new insights. The independent variables include motivation (X1), work skills (X2), and work culture (X3), with discipline (Z) serving as the mediating variable and performance (Y) as the dependent variable. Structural Equation Modeling with Partial Least Squares (SEM-PLS) was employed for data analysis using the SmartPLS 4.0 application. The findings reveal the following: (1) motivation significantly influences discipline, (2) work skills do not significantly influence discipline, (3) work culture significantly influences discipline, (4) motivation does not significantly influence performance, (5) work skills do not significantly influence performance, (6) work culture significantly influences performance, (7) discipline significantly influences performance, (8) discipline significantly mediates the relationship between motivation and performance, (9) discipline does not significantly mediate the relationship between work skills and performance, and (10) discipline significantly mediates the relationship between work culture and performance. These findings provide practical insights into the critical role of discipline in driver performance and its implications for enhancing workplace dynamics. e job skills, and performance variables [10]. Discipline has a significant effect on mediating work culture and performance variables

KEYWORDS: motivation, work skills, work culture, discipline, driver performance

I. INTRODUCTION

Recruitment and selection processes are critical for ensuring a company acquires the human resources best suited to its needs. Recruiters must objectively evaluate candidates against criteria aligned with the position's requirements. These criteria typically include work skills, motivation, and adaptability to the company's work culture. Work skills are defined as the abilities individuals acquire through practice and experience that enable them to perform tasks effectively (Maringan, 2016). These include hard and soft skills for enhancing productivity and optimizing work outcomes.

In addition to work skills, motivation is a key factor influencing employee performance. Motivation is the internal drive that encourages and regulates behavior, enabling individuals to achieve their goals (Wardiansyah et al., 2024). A motivated employee is likely to exhibit higher levels of engagement and efficiency. Psychologically, motivation mediates environmental stimuli and individual actions (Luthan, 2011), driving job satisfaction and goal attainment. Furthermore, work culture significantly shapes employee behavior and performance. Work culture comprises shared values, norms, and practices within an organization that guides its members' actions (Sedarmayanti & Rahadian, 2018). A positive work culture promotes productivity and fosters a conducive working environment, while a negative culture can hinder performance.

For organizations, the ultimate goal of these factors is their contribution to employee performance. Performance refers to how individuals or groups achieve organizational goals within a specific timeframe (Feri. S, 2020). High-performing employees drive company profitability, increase shareholder value, and enhance the organization's reputation. However, achieving optimal performance often requires discipline, which serves as a bridge connecting motivation, skills, and culture. Discipline is adherence to organizational rules and procedures, supported by individual awareness (Firmansyah & Mister, 2020). In the workplace, discipline ensures that tasks are performed aligned with established guidelines, fostering safety, order, and effectiveness (Irwansyah, 2024).

At PT Hiba Logistics (Hilog), where 95% of the fleet comprises 10-tire wing box tow trucks, driver performance is paramount. Skilled and disciplined drivers ensure operational efficiency, workplace safety, and customer satisfaction. However, challenges persist. Driver skills vary significantly, lacking uniform standards, and non-compliance with safety protocols highlight gaps in discipline. These challenges impact operational safety and the company's ability to create a culture of excellence. A disciplined

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workforce benefits drivers by enhancing safety, the company by reducing operational risks, and customers by fostering trust and satisfaction through professional service delivery.

Existing studies have demonstrated the influence of motivation, work skills, and work culture on employee performance. For example, Desi and Liantifa (2023) found a significant relationship between work skills and performance. Hidayat et al. (2024) highlighted the positive impact of discipline on performance, while Moron et al. (2023) revealed the role of work culture in shaping employee outcomes. Moreover, Achmad (2018) identified discipline as a mediating variable in the relationship between motivation and performance.

Despite these findings, gaps remain. While prior studies emphasize the influence of motivation, skills, and culture, there needs to be more exploration of their combined effects on performance in the context of logistics drivers. Furthermore, the mediating role of discipline in these relationships, particularly with work skills as an independent variable, needs to be explored. This research addresses these gaps by focusing on drivers at PT Hiba Logistic, a respondent group that has yet to be extensively studied in this context. The novelty of this study lies in its integration of work skills and discipline as key variables, offering new insights into the dynamics of driver performance in the logistics sector.

II. LITERATURE REVIEW

Motivation

Motivation is the drive or enthusiasm individuals exhibit in completing tasks, generating satisfaction, passion, and accomplishment (Silva & Rosa, 2022). It represents the harnessing of employee potential through desires, expectations, and incentives, which serve as key indicators for improving the efficiency and effectiveness of task completion (Desita et al., 2024). Motivation is the internal force that compels individuals to mobilize resources and effort to achieve their goals. Highly motivated individuals deliver superior performance, as their actions are purpose-driven and aligned with personal or professional aspirations. These aspirations may include tangible rewards, monetary and intangible benefits, personal satisfaction, recognition, and career growth.

Job Skills

Job skills refer to individuals' technical and experiential abilities, enabling them to perform their tasks effectively (Syahdan, 2017). These skills are often developed through extensive training and practical experience, allowing individuals to become proficient in specific areas. Tolo (2016) emphasizes that work skills are foundational for achieving organizational goals, as skilled employees contribute significantly to operational efficiency and innovation. Work skills are not innate but honed over time through deliberate practice and exposure to work-related challenges, ensuring employees can meet current and future demands.

Work Culture

Work culture encompasses shared values, beliefs, and norms that shape employee behavior within an organization (Dolphins, 2012). A strong and positive work culture fosters collaboration, enhances decision-making, and promotes alignment with organizational objectives (Synder et al., 2024). Leaders play a pivotal role in cultivating and maintaining a productive work culture. Leaders influence the development of behaviors and values embedded within the organizational fabric through their actions, decisions, and responses to challenges. An effective work culture encourages employee engagement, adaptability, and collective growth, ensuring long-term organizational success.

Discipline

Work discipline is the commitment demonstrated by employees to adhere to organizational rules, standards, and norms (Tolo, 2016). It serves as a mechanism to minimize deviations and maintain consistency in operations. According to Handoko (2011), discipline reflects an individual's awareness and willingness to comply with established guidelines, which is critical for achieving organizational objectives. Discipline ensures optimal task performance and helps employees avoid unnecessary issues, fostering a stable and conducive work environment. Leaders often use discipline to evaluate employee reliability, efficiency, and contribution to organizational goals (Sutrisno, 2009).

Performance

Performance is the measurable outcome of an individual or group's efforts in fulfilling their responsibilities within a specific timeframe (Silaen, 2021). It serves as feedback on the extent to which predefined goals and objectives are met. Performance assessment typically begins with setting performance targets, later evaluated against actual achievements (Elida, 2019). Effective performance management processes enable organizations to identify strengths and weaknesses, reward exceptional contributions, and implement strategies for continuous improvement.

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III. METHODS

This study employs an explanatory research design to uncover new relationships between variables. Explanatory research seeks to understand the causal linkages and interactions among variables, offering insights into the underlying mechanisms of observed phenomena. This study is a causality analysis designed to test hypotheses regarding the relationships between key research variables. The independent variables in this study are motivation (X1), work skills (X2), and work culture (X3). The mediating variable is discipline (Z), while the dependent variable is performance (Y). By exploring these variables, the study seeks to determine the direct and indirect effects of motivation, work skills, and work culture on employee performance, mainly mediated by discipline. The causal relationships among variables are evaluated using Structural Equation Modeling-Partial Least Squares (SEM-PLS). This method is chosen for its robustness in analyzing complex models with multiple dependent and independent variables and its suitability for small- to medium-sized data samples. The data is processed using the SmartPLS 4.0 software, ensuring the accuracy of hypothesis testing and model validation.

IV. RESULT

This study utilizes SEM-PLS analysis, conducted using SmartPLS 4.0 software. Partial Least Squares (PLS) is a multivariate statistical technique that analyzes relationships between multiple dependent and independent variables. The evaluation includes two main stages: the outer model, which tests the validity and reliability of constructs through convergent validity, discriminant validity, and composite reliability, and the inner model, which assesses the structural relationships using path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), and overall model fit. These steps ensure robust validation of constructs and relationships in the research model. Below are the steps performed.

Outer Model Evaluation.

Convergent Validity

Convergent validity ensures that each indicator accurately measures its respective construct. Indicators meet convergent validity criteria when their outer loading values exceed 0.70.

Table 1 Convergent Validity Test

	BK	D	KK	M	PROD
BK1	0.872				
BK2	0.836				
BK3	0.811				
D1		0.832			
D2		0.915			
D3		0.905			
KK1			0.710		
KK2			0.755		
KK3			0.790		
KK4			0.810		
KK5			0.715		
KK6			0.777		
M1				0.731	
M2				0.723	
M3				0.814	
M4				0.835	
M5				0.747	
M6				0.774	
PROD1					0.800
PROD2					0.834
PROD3					0.757
PROD4					0.816
PROD5					0.892

Source: Data analyzed, 2024

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As shown in Table 1, all indicator variables have outer loading values greater than 0.70, indicating strong convergent validity. Therefore, each variable reliably represents the concept it is designed to measure.

Discriminant Validity

Table 2 Discriminant Validity Test

	BK	D	KK	M	PROD
BK	0.840				
D	0.800	0.885			
KK	0.814	0.761	0.760		
M	0.725	0.746	0.700	0.772	
PROD	0.820	0.817	0.741	0.758	0.821

Source: Data analyzed, 2024

Discriminant validity evaluates whether constructs are distinct from one another. This is assessed using the Fornell-Larcker criterion, where the square root of each construct's AVE should be greater than the correlations with other constructs. Results from Table 2 indicate that all constructs meet the Fornell-Larcker criterion, confirming strong discriminant validity.

Composite Reliability Test

Table 3 Composite Reliability Test

	Cronbach's alpha	Composite reliability (rho_c)
BK	0.793	0.878
D	0.861	0.915
KK	0.854	0.891
M	0.864	0.898
PROD	0.879	0.911

Source: Data analyzed, 2024

Composite reliability assesses the internal consistency of constructs, ensuring that the indicators consistently measure their respective latent variables. A composite reliability value exceeding 0.70 signifies that the constructs are reliable and well-measured by their indicators. As shown in Table 3, all constructs have composite reliability values more significant than the 0.70 threshold, demonstrating the measurement model's strong internal consistency and reliability.

Inner Model Evaluation.

This model was evaluated using Coefficient Determination (R²), Goodness of Fit, and Hypothesis Testing (Direct and Indirect Effect). The following is the SEM-PLS model obtained in Figure 1.

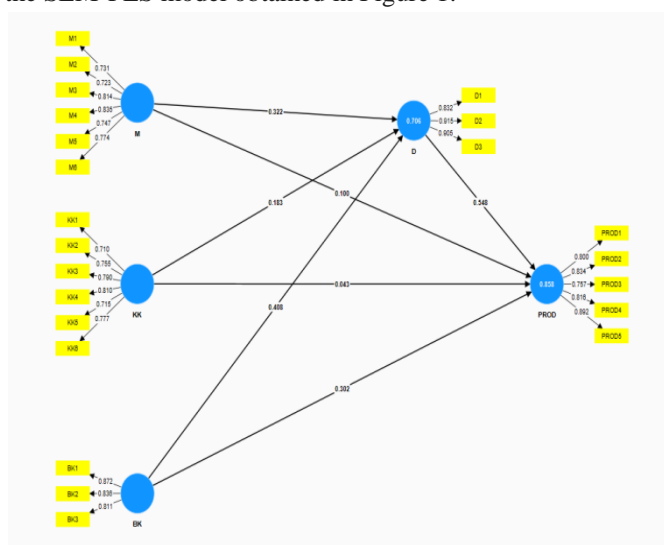


Figure 1 Inner Model

Source: Data analyzed, 2024

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Coefficient Determination (R²)

The coefficient of determination (R²) indicates the proportion of variance in the dependent variable explained by the model's independent variables. A higher R² value signifies a more substantial explanatory power of the independent variables for the dependent variable.

Table 4 R-square

	R-square	R-square adjusted
D	0.706	0.697
PROD	0.858	0.852

Source: Data analyzed, 2024

The results in Table 4 show that 70.6% of the variance in **discipline (D)** is explained by **motivation, work skills, and work culture**, as indicated by an R² value of 0.706. For **performance (PROD)**, the R² value of 0.858 suggests that the combined influence of motivation, work skills, work culture, and discipline explains 85.8% of the variance in performance. These high R² values demonstrate the model has substantial explanatory power for discipline and performance. The adjusted R² values further confirm the model's robustness by accounting for the number of predictors, ensuring the model is not overfitted.

Predictive Relevance

Predictive relevance assesses how well the model predicts the observed data, evaluated using the Q² value obtained through the Stone-Geisser test. A Q² value greater than zero indicates that the model has predictive relevance, with higher values signifying better predictive capability and alignment with the data. In this study, the Q² value is calculated to be 0.957 or 95.7%, indicating that the independent variables in the model explain 95.7% of the variance in the dependent variables. The remaining 4.3% is attributed to factors outside the model. This high Q² value demonstrates the research model's strong predictive relevance, effectively capturing the relationships among the studied variables.

Hypothesis Testing

Table 5 Hypothesis Test

	Original sample (O)	T statistics (O/STDEV)	P values
BK -> D	0.408	2.573	0.010
BK -> PROD	0.302	2.909	0.004
D -> PROD	0.548	6.779	0.000
KK -> D	0.183	1.474	0.141
KK -> PROD	0.043	0.359	0.720
M -> D	0.322	3.190	0.001
M -> PROD	0.053	0.920	0.100
BK -> D -> PROD	0.024	0.760	0.013
KK -> D -> PROD	0.043	0.969	0.150
M -> D -> PROD	0.223	2.474	0.007

Source: Data analyzed, 2024

Table 5 presents the results of the hypothesis testing, showing the relationships between motivation (M), work skills (KK), work culture (BK), discipline (D), and performance (PROD). The table includes the original sample values (O), T-statistics (|O/STDEV|), and p-values for each hypothesis, allowing us to assess the significance of these relationships.

H1: Motivation has a significant effect on discipline

The relationship between motivation and discipline is statistically significant (p = 0.001). This supports the hypothesis, confirming that motivation is important in fostering employee discipline.

H2: Work skills do not have a significant effect on discipline

The hypothesis is supported, as the p-value is 0.141, more significant than the significance level of 0.05. This indicates that work skills do not directly influence discipline, contrary to expectations in some studies that emphasize skills as a key factor in workplace behavior.

H3: Work culture has a significant effect on discipline

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The effect of work culture on discipline is significant ($p = 0.010$), confirming that a positive and strong work culture is crucial in promoting discipline in the workplace. This finding supports the importance of a conducive organizational culture in ensuring employee adherence to standards and guidelines.

H4: Motivation has no significant effect on performance

The hypothesis is partially rejected, as the p -value is 0.100, above the significance threshold 0.05. This suggests that motivation alone does not significantly influence performance at PT Hiba Logistic, implying that other factors may be more influential in driving performance outcomes.

H5: Work skills do not have a significant effect on performance

The p -value of 0.720 supports the hypothesis, as it is much higher than 0.05, indicating that work skills do not directly influence performance in the case of PT Hiba Logistic drivers. This highlights the possibility that other variables, such as discipline or work culture, maybe more critical to performance outcomes.

H6: Work culture has a significant effect on performance

The relationship between work culture and performance is significant ($p = 0.004$), supporting the hypothesis that a positive organizational culture is a key driver of employee performance. This finding emphasizes cultivating a strong work culture to enhance productivity and job satisfaction.

H7: Discipline has a significant effect on performance

The p -value of 0.000 indicates a substantial effect of discipline on performance, confirming that disciplined employees are likelier to perform better. This supports the idea that adherence to organizational rules and procedures directly impacts the quality of work and outcomes.

H8: Discipline has a significant effect in mediating motivation and performance variables

The indirect effect of discipline on motivation and performance is significant ($p = 0.007$), confirming that discipline is crucial in enhancing the relationship between motivation and performance. This suggests that motivated employees perform better when they exhibit discipline.

H9: Discipline does not have a significant effect in mediating the job skills and performance variables

The p -value of 0.150 supports this hypothesis, indicating that discipline does not significantly mediate the relationship between work skills and performance. This finding suggests that other factors, such as motivation or work culture, maybe more influential in determining the impact of work skills on performance.

H10: Discipline has a significant effect in mediating work culture and performance variables

The p -value of 0.013 supports the hypothesis, showing that discipline significantly mediates the relationship between work culture and performance. Although the effect size is moderate, it highlights that discipline plays a role in translating a positive work culture into improved performance outcomes.

V. DISCUSSION

This study investigated the mediating role of discipline in the relationship between motivation, work skills, work culture, and driver performance at PT Hiba Logistics. The findings provide several important insights discussed below, integrating theoretical perspectives and empirical evidence.

Motivation and Discipline

The results indicate that motivation significantly affects discipline (H1), with a p -value of 0.001. This finding aligns with Self-Determination Theory (SDT), which posits that motivation is a key driver of behavior, including adherence to rules and organizational norms (Deci & Ryan, 1985). Motivated individuals are more likely to internalize organizational goals and exhibit behaviors such as punctuality, responsibility, and focus—traits associated with discipline. This result is consistent with prior studies, such as those by Ramdhona et al. (2022), demonstrating that motivation positively influences work discipline.

From a practical perspective, PT Hiba Logistics should focus on fostering motivation among its drivers. Motivational strategies such as performance-based rewards, recognition programs, and career development opportunities could lead to better discipline in the workforce. Motivated employees are more likely to follow the rules and contribute to a culture of discipline, which would enhance operational efficiency and safety standards.

Work Skills and Discipline

Contrary to expectations, work skills (H2) did not significantly affect discipline ($p = 0.141$). This suggests that while work skills are essential for performance, they do not directly influence how well employees adhere to organizational norms and rules. This finding contradicts previous studies, such as those by David et al. (2022), which suggest that higher work skills lead to better compliance with rules. However, it is important to recognize that discipline may be more influenced by intrinsic factors, such as motivation or organizational culture, than by technical competencies alone.

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For PT Hiba Logistic, this finding implies that more than simply improving drivers' technical skills is required to ensure compliance with safety protocols and organizational rules. The company should consider integrating skills training with motivational and cultural initiatives to improve performance and discipline.

Work Culture and Discipline

The results support the hypothesis that work culture significantly influences discipline (H3) ($p = 0.010$). This finding highlights organizational culture's critical role in shaping employee behavior, as Schein (2010) discussed. A positive work culture, characterized by shared values, norms, and practices, fosters a sense of belonging and commitment to the organization's goals. This leads to higher levels of discipline as employees internalize the expected behaviors.

This result is consistent with the findings of Noverina et al. (2020), who argue that work culture significantly impacts discipline. In practical terms, PT Hiba Logistics should invest in cultivating a strong work culture, focusing on safety, responsibility, and accountability. Leadership plays a pivotal role here, as leaders must model disciplined behavior and promote an environment where discipline is valued.

Motivation and Performance

The relationship between motivation and performance (H4) was found to be insignificant ($p = 0.100$). This suggests that motivation alone does not directly lead to better performance in the case of PT Hiba Logistic drivers. While motivation may increase effort, other factors—such as work culture and discipline—are likely more influential in determining performance outcomes.

This result is at odds with research by Hasibuan and Silvy (2019), who found a positive relationship between motivation and employee performance. A possible explanation for this discrepancy is the complexity of performance, which depends not only on motivation but also on other variables such as task clarity, work environment, and adequate support systems.

For PT Hiba Logistic, this finding implies that the company should focus on motivating employees, fostering a conducive work environment, and providing the necessary resources for high performance. It is crucial to understand that motivation guarantees performance with the proper structural support.

Work Skills and Performance

The results confirm that work skills do not significantly affect performance (H5) ($p = 0.720$). While this finding contradicts studies like those by Desi and Liantifa (2023), which argue that work skills are essential for performance, it suggests that factors beyond technical skills, such as discipline, motivation, and work culture, may influence performance at PT Hiba Logistic. In the context of driver performance, applying technical skills may only directly translate to better outcomes if these drivers have the discipline or if the organizational culture supports optimal performance.

For PT Hiba Logistic, this finding suggests that improving performance cannot be achieved through skill development alone. The company should consider a more holistic approach that emphasizes discipline, motivation, and the development of a supportive work culture.

Work Culture and Performance

The significant positive effect of work culture on performance (H6) ($p = 0.004$) is consistent with research by Adha (2019), which underscores the role of organizational culture in shaping employee outcomes. A strong and positive work culture provides the structure and values that guide behavior, ultimately enhancing employee performance. For PT Hiba Logistic, this finding reinforces the importance of investing in creating a work culture that promotes teamwork, accountability, and customer-oriented service.

Discipline and Performance

The relationship between discipline and performance (H7) is highly significant ($p = 0.000$), confirming that discipline is critical in enhancing performance. This supports the findings of Titisari et al. (2021), who concluded that disciplined employees are more likely to achieve higher performance levels. Discipline ensures employees adhere to established guidelines, work efficiently, and contribute to a safe, productive environment.

For PT Hiba Logistic, this finding suggests that the company should prioritize maintaining a disciplined workforce. Efforts to improve discipline, such as regular training on safety protocols and performance standards, will likely lead to better driver performance, reducing operational risks and improving overall efficiency.

Discipline as a Mediator

Discipline plays a significant mediating role in the relationship between motivation and performance (H8) ($p = 0.007$) and between work culture and performance (H10) ($p = 0.013$). These findings emphasize that motivation and work culture are important performance drivers, but their effects are enhanced when discipline is present. This supports the theoretical perspective that discipline is a mechanism that translates organizational inputs (motivation, culture) into actual performance outcomes.

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However, discipline does not mediate the relationship between work skills and performance (H9) ($p = 0.150$). This finding suggests that while important, work skills do not directly or negatively impact performance through discipline. This indicates that other factors, such as motivation and work culture, are more central in shaping performance outcomes.

VI. CONCLUSIONS

This study highlights the critical role of discipline in mediating the relationship between motivation, work culture, and performance at PT Hiba Logistics. The findings suggest that the company should prioritize motivational initiatives, such as performance-based incentives, recognition programs, and career development opportunities, to enhance discipline among its drivers. A strong work culture emphasizing safety, responsibility, and accountability is equally vital. Leadership must model disciplined behavior and communicate organizational values effectively to foster alignment and improve job satisfaction. While technical skills are important, PT Hiba Logistics should integrate discipline, motivation, and work culture into its training and operational strategies to ensure that technical expertise translates into improved performance and operational efficiency.

However, this study has limitations. The focus on a single company and a specific group of drivers may limit the generalizability of the findings to other logistics companies or industries. Moreover, the cross-sectional design must capture the dynamic relationships among motivation, work culture, discipline, and performance. Future research could expand the sample to include multiple logistics firms or industries and explore additional factors such as leadership styles or organizational climate. Longitudinal studies could also provide deeper insights into how these relationships evolve. By addressing these limitations, future studies can further contribute to understanding the dynamics of motivation, discipline, work culture, and performance in different organizational contexts.

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