

# THE INFLUENCE OF WORK DISCIPLINE AND ORGANIZATIONAL CULTURE ON EMPLOYEE WORK PRODUCTIVITY PT. PATRIOT INTAN ABADI WITH WORK MOTIVATION AS AN INTERVENING VARIABLE

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## Abstract

*The role of human resources in an organization is very important in achieving goals and objectives, because human resources are not only a means of production but also a driving force and determinant of the ongoing production process and all activities of an organization. This research aims to determine the influence of work discipline, organizational culture, work motivation and work productivity simultaneously and partially. Questionnaires were distributed to 53 respondents. The results of the validity and reliability test show that all question items are declared valid and reliable. The results of multiple correlation analysis state that there is a strong category relationship between work discipline, organizational culture and work motivation on work productivity. The results of the coefficient of determination of substructure equation 1 on work motivation can be explained by 80%, while substructure equation 2 on work productivity is 82%. t test results (partial) substructure 1 states that work discipline has a positive and significant effect on work motivation, organizational culture has a positive and significant effect on work motivation, while substructure 2 on productivity states that work discipline has a positive and significant effect on productivity, organizational culture has a positive effect and significant to productivity, motivation has a positive and significant effect on productivity at PT. Patriot Intan Abadi.*

*Keywords: work discipline, organizational culture, work productivity, work motivation.*

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## I. INTRODUCTION

Human resource management is a science and art that regulates employee relationships and roles so that they are effective and efficient in helping to realize the goals of the company, employees and society (Hasibuan, 2017). Seeing that progress has brought about the era of globalization, we are required to be competent in order to control market share so that we can compete in today's economy, therefore human resources are needed who have the knowledge, skills and effort to be able to manage the organization optimally.

Employee work productivity is the output seen in terms of the quality and quantity of goods or services, based on the time and standards set by the company. Work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Organizational culture is a system of values that is believed to be learned, applied and developed continuously. Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, joy and sincerity so that the results of the activities carried out are good and of good quality.

Based on this explanation, work discipline, organizational culture and work motivation play an important role in increasing employee work productivity in a company. If a company has a low level of discipline and a poor organizational culture and low employee motivation at work, the company will have low employee work productivity.

Based on the background of the problems that occurred at PT Patriot Intan Abadi, the existence of non-optimal employee work productivity resulted in the company's production targets not being achieved, which would affect motivation, work discipline and organizational culture in the company. The work motivation given to employees is still low which results in employee morale in carrying out their work decreasing. Work discipline in the company has not improved because compliance with work times and standards is still low. Apart from that, organizational culture has not been implemented optimally because harmony among employees is still not well established.

This research was conducted with the aim of knowing and describing the picture of work discipline, organizational culture, work motivation and work productivity at PT. Eternal Diamond Patriot.

## II. METODOLOGI

### Literature Review and Hypothesis Development

Human resource management is the management and utilization of the resources available to individuals. This management and utilization is developed optimally in the world of work to achieve organizational goals and individual employee development (Mangkunegara, 2017).

Work productivity is a mental attitude. A mental attitude that always looks for improvements to what already exists. A belief that someone can do a job better today than yesterday and tomorrow better than today (Sutrisno 2017:100).

Motivation is a force that encourages a person to carry out an action or not which is essentially positive or negative internally and externally, work motivation is something that creates encouragement or enthusiasm for work or drives work enthusiasm (Sedarmayanti, 2017).

Work discipline is a person's work ability to work regularly, continuously diligently and work in accordance with applicable rules without violating established rules (Sinambela 2016:335).

Organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of employees and company managers (Edison, 2016: 233).

### Hypothesis Development

Ratna Mirawati (2022) states that work discipline has a positive and significant influence on work motivation. This is because employees who have good work discipline tend to have a high desire to achieve their goals, employees will produce high quality work and have strong responsibility for the tasks given. Gianari (2017) research results show that organizational culture influences organizational culture because the better the organizational culture, the higher the level of motivation possessed by employees. Usman (2016) states that work discipline influences work productivity, meaning that increasing work discipline will increase work productivity. Risnawan (2018) states that organizational culture influences work

productivity. Desi Rahmawati (2013) states that motivation has a positive and significant effect on work productivity.

1. H1: Work discipline has a direct effect on motivation
2. H2: Organizational culture has a direct effect on motivation
3. H3: Work discipline has a direct effect on work productivity
4. H4: Organizational culture has a direct effect on work productivity
5. H5: Work motivation has a direct effect on work productivity
6. H6: Work discipline has an indirect effect on productivity work through work motivation
7. H7 Organizational culture has an indirect effect on work productivity through work motivation

### Research Method

The research objects in this study are work discipline, organizational culture, motivation and work productivity at PT. Eternal Diamond Patriot. The type of sample in this research is non-probability sampling, namely a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2019). To determine the number of samples from which data will be taken, researchers used a saturated sampling technique. Saturated sampling is a technique for taking or collecting samples in a population, when all members of the population are used as samples in research (Sugiyono, 2019). The unit of analysis is something related to the focus being studied. In this research the unit of analysis is PT. Eternal Diamond Patriot. Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2019). In this study, the research population was all employees of PT. Patriot Intan Abadi, namely 53 people.

By using primary data obtained through distributing questionnaires. The scale in this research is a Likert scale, with data testing using validity tests, reliability tests, classical assumption tests, namely normality tests, multicollinearity tests and heteroscedasticity tests. After testing the instrument, path analysis, path coefficient and coefficient of determination were carried out. Then, hypothesis testing was carried out simultaneously (t test) and Sobel test.

Operational research variables are a collection of definitions based on the observed characteristics of whatever is defined or replaces the concept of a sentence that can be described according to behavior, can be observed, can be tested, and its truth can be determined. The operational variables in this research are (attached).

### III. RESULTS AND DISCUSSION

Based on the data obtained, it shows that PT. Patriot Intan Abadi is dominated by employees aged 21-30 years, namely 50.94% or 27 people, this is because the company needs young employees who are more creative and technologically literate in order to support the progress of companies such as. Then employees aged >40 years amounted to 16.98% or as many as 9 people, this is because many old employees have still remained since the founding of the company, namely in 2006.

Validity testing is carried out with the aim of measuring statements or questions in the questionnaire. Valid means that the instrument can be used to measure what it is supposed to measure. The preliminary test begins by giving a questionnaire containing statements consisting of the variables work discipline, organizational culture, motivation and work productivity. based on the results of the validity test, the 4 variables were declared valid. Then proceed to the reliability test. Reliability testing is the degree of consistency and stability of data or findings carried out to assess whether the research instrument is reliable enough to be used as a data collection tool. The results for each variable show a Cronbach alpha value greater than or equal to 0.6. This shows that all instruments for each variable in this study were declared reliable. The classic assumption test for the regression model that has been set using the SPSS version 25.0 program includes the normality test, multicollinearity test and heteroscedasticity test. The results of the first equation normality test show that the research data is normally distributed with a Sig (2-tailed) value of 0.200. This means that the Sig value is greater than 0.05. The results of the second equation normality test show that the research has a normal distribution with a Sig value of 0.200, meaning the Sig value is greater than 0.05. From the multicollinearity test results of the first equation, it can be seen that the VIF value is less than 5 and the tolerance value is more than 0.05, so it can be concluded that the first equation regression model does not have multicollinearity problems. The results of the multicollinearity test for the second equation show that the VIF value is less than 5 and the tolerance value is more than 0.05, so it can be concluded that the second equation regression model does not have multicollinearity problems.

From the heteroscedasticity test results of the first equation, it can be seen that the points on the Scatterplot graph spread in an unclear pattern and are above and below the number 0 at point Y. So it can be concluded that in the regression model of the first equation there is no heteroscedasticity (attached image). The results of the heteroscedasticity test for the second equation show that the points on the Scatterplot graph spread in an unclear pattern and are above and below the number 0 at point Z. So it can be concluded that in this second sub-structural regression model there is no heteroscedasticity and is suitable for use. to predict each variable in this research.

Based on the summary of the calculation results using path analysis, it can be explained that in the correlation coefficient of the first equation, the R value is 0.727, this shows that it has a strong relationship with the motivation variable. The coefficient of determination of the first equation results in an R<sup>2</sup> value of 0.528 or 52.8%. This shows that the percentage contribution of the influence of work discipline and organizational culture variables on motivation is 52.8% while the remaining 47.2% is influenced by other variables not included in this research model such as age, gender, education and work experience (Priansa, 2016:246). The results of the multiple correlation coefficient of paper discipline and organizational culture on productivity are 0.894, which means it has a very strong relationship with employee work productivity. As for the intervening variable, namely, motivation as in the second equation is R 0.911 and R square 0.827, which means it has a very strong relationship to employee work productivity. This shows that the higher the work discipline, organizational culture and motivation, the higher the employee's work productivity.

#### **The influence of work discipline (X1) on work motivation (Y)**

The work discipline variable obtained a tcount value of 7,526 and a ttable value for  $\alpha = 0.05$  with degrees of freedom  $51-2-1 = 48$  of 2.011. So tcount is greater than ttable ( $7.526 > 2.011$ ) with a significance of  $0.001 > 0.050$ , so it can be concluded that Ho is rejected and Ha is accepted. This means that work discipline has a positive and significant effect on motivation. This is in accordance with research conducted by Anggrainy (2018), Arifa (2018) and Jufrizen (2021) which states that work discipline variables partially have a positive and significant effect on motivation.

#### **The influence of organizational culture (X2) on motivation (Y)**

The organizational culture variable obtained a tcount value of 3.544 and a ttable value for  $\alpha = 0.05$  with degrees of freedom  $51-2-1 = 48$  of 2.011. So tcount is greater than ttable ( $3.544 > 2.011$ ) with a significance of  $0.001 > 0.050$ , so it can be concluded that Ho is rejected and Ha is accepted. This means that organizational culture has a positive and significant effect on motivation. This is in accordance with research conducted by Giantari (2017), Firanti (2021) and Naibaho (2021) which states that organizational culture variables partially have a positive and significant effect on motivation.

#### **The influence of work discipline (X1) on work productivity (Z)**

The work discipline variable obtained a tcount value of 2.079 and a ttable value for  $\alpha = 0.05$  with degrees of freedom  $51-3-1 = 47$  of 2.011. So tcount is greater than ttable ( $2.079 > 2.011$ ) with a significance of  $0.040 > 0.050$ , so it can be concluded that Ho is rejected and Ha is accepted. This means that work discipline has a positive and significant effect on work productivity. This is in accordance with research conducted by Abdul Rachman Saleh (2018), Endang Kustini (2020) and Ariani (2020) which states that the work discipline variable (X1) partially has a positive and significant effect on work productivity (Z).

#### **The influence of organizational culture (X2) on work productivity (Z)**

The organizational culture variable obtained a tcount value of 2,200 and a ttable value for  $\alpha = 0.05$  with degrees of freedom  $51-3-1 = 47$  of 2.011. So that tcount is greater than ttable ( $2,200 > 2.011$ ) with a significance of  $0.010 > 0.050$ , it can be concluded that Ho is rejected and Ha is accepted. This means that organizational culture has a positive and significant effect on work productivity. This is in accordance with research conducted by Maduningtia (2019), Alfian Madjidu (2022) and Rahmayati (2021) which states that the organizational culture variable (X2) partially has a positive and significant effect on work productivity (Z).

#### **The influence of motivation (Y) on work productivity (Z)**

The motivation variable obtained a tcount value of 2.385 and a ttable value for  $\alpha = 0.05$  with degrees of freedom  $51-3-1 = 47$  of 2.011. So that tcount is greater than ttable ( $2.385 > 2.011$ ) with a significance of  $0.010 > 0.050$ , it can be concluded that Ho is rejected and Ha is accepted. This means that motivation has a positive and significant effect on work productivity. This is in accordance with research conducted by

Rindi Andika (2019), Wendy Liana (2020) and Laksmiari (2019) which states that the motivation variable (Y) partially has a positive and significant effect on work productivity (Z).

### **Sobel Test Results**

#### **Work discipline (X1) on work productivity (Z) through motivation (Y)**

Based on the results of the Sobel test calculation, it is known that the Zcount value is 2.55 with a significance value of 0.00. The Zcount value is greater than Ztabel ( $2.55 > 1.96$ ), proving that work motivation is able to mediate the influence of work discipline on employee work productivity.

#### **Organizational culture (X2) on work productivity (Z) through motivation (Y)**

Based on the results of the Sobel test calculation, it is known that the Zcount value is 2.48 with a significance value of 0.006. The Zcount value is greater than Ztable ( $2.48 > 1.96$ ), proving that work motivation is able to mediate the influence of organizational culture on employee work productivity.

## **IV. CONCLUSIONS AND NEWNESS**

Based on the results of the research and hypothesis testing that has been carried out, the following conclusions can be drawn:

1. Employee responses to organizational culture variables are in the good category. The work discipline, motivation and work productivity are in the high category.
2. Work discipline and organizational culture simultaneously have a positive and significant effect on motivation
3. Work discipline and organizational culture partially have a positive and significant effect on motivation
4. Work discipline, organizational culture and motivation simultaneously have a positive and significant effect on work productivity
5. Work discipline, organizational culture and motivation partially have a positive and significant effect on work productivity
6. Motivation is able to mediate the influence of work discipline on work productivity
7. Motivation is able to mediate the influence of organizational culture on work productivity

Newness given include:

1. Employees who are less enthusiastic about work result in quite high levels of employee absenteeism. It is best for companies to ask employees what the reasons are so that in the future it can be improved so that there is no reason for employees not to be enthusiastic about coming to work. Apart from that, companies can provide rewards to diligent employees so that employee morale can increase. Then give punishment to employees who are often absent so that employees get used to working enthusiastically.
2. In developing strategies for organizational culture programs, neat management should also be carried out, by clearly mapping out the planning (short term and long term), organization, responsibility, implementation, supervision and evaluation, so that all programs can be implemented effectively, efficient, and the level of success can be known.
3. Based on data provided by Human Capital, it is known that employees have not achieved the targets set by the company. Therefore, companies should provide training so that employees are accustomed to and able to achieve the performance targets given to them.
4. Employees who are not active at work are caused by a lack of intensive care or overtime pay, so employee work motivation is low. Companies should give rewards in the form of intensive or overtime pay to employees who can achieve targets so that employees are more motivated at work, so that employee motivation and performance will increase.
5. There are still some employees who do not comply with work regulations, which can be seen from employee tardiness of 9% during 2022. For this reason, companies should further improve employee discipline at work and provide warnings to employees who do not comply with work regulations and provide verbal and written warnings and the provision of punitive sanctions for employees who are often late for work.
6. For further research, other variables can be added that can influence motivation, including age, gender, education and experience (Priansa, 2018). Apart from that, variables can also be added that can influence productivity, including leadership and work design (Kasmir, 2016).

7. This study used 53 samples. It is best for further path analysis research to use more than 100 samples to obtain a more accurate analysis (Sarwono, 2012).

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## TABLE AND FIGURES

The attached tables and figures are as follows:

**Table 1.1 Data on Achievement of Production Targets PT. Patriot Intan Abadi 2020-2022 (tail)**

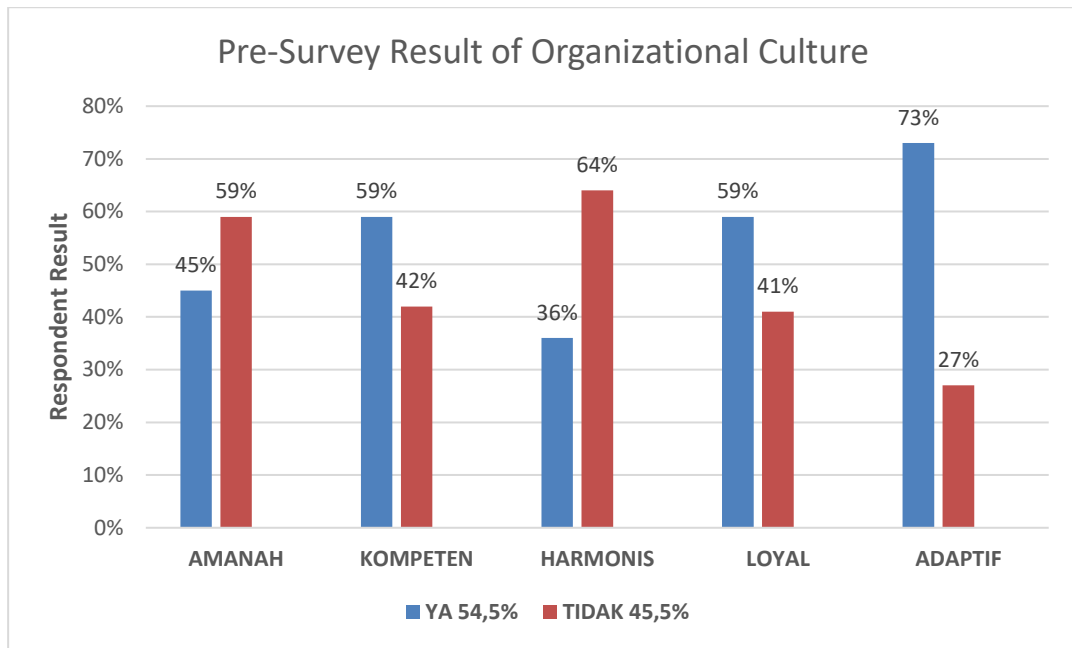
Year	Production Targets	Realization	Achievement (%)	Information
2020	8.732.000	7.815.700	90	No Achieved
2021	8.632.000	8.287.310	96	No Achieved
2022	8.532.000	8.084.228	95	No Achieved
<b>Amount</b>	<b>25.896.000</b>	<b>24.187.238</b>		<b>No Achieved</b>
<b>Average</b>	<b>8.632.000</b>	<b>8.062.413</b>	<b>93</b>	<b>No Achieved</b>

Source: PT. Patriot Intan Abadi, 2023

**Table 1.2 Data on Employee Attendance PT. Patriot Intan Abadi**

No	Month	Number of Employees (people)	Number of Working Days (day)	Total Working Days (day)	Worker's Attendance (day)	Total Attendance (%)	Percentage of Absence (%)
	(i)	(ii)	(iii)	(iv) = (ii) x (iii)	(v)	(vi) = (iv) – (v)	(vii) = (v) / (iv) x 100%
1	January	52	26	1352	26	1326	1,9
2	February	50	26	1300	17	1283	1,3
3	March	50	26	1300	31	1269	2,3
4	April	51	26	1326	31	1295	2,3
5	May	51	26	1326	35	1291	2,6
6	June	51	26	1326	22	1304	1,6
7	July	50	26	1300	19	1281	1,4
8	August	50	26	1300	29	1271	2,2
9	September	50	26	1300	20	1280	1,5
10	October	50	26	1300	22	1274	1,6
11	November	53	26	1378	19	1359	1,3
12	December	53	26	1378	24	1354	1,7
	<b>Average</b>		<b>26</b>	<b>1321,6</b>	<b>24,5</b>	<b>1296,75</b>	<b>1,8</b>

Soruce: PT. Patriot Intan Abadi, 2023.



**Picture 1.1 Pre-Survey Result of Organizational Culture**

**Tabel 1.3 First Equation t Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.346	2.899		3.224	.002
	Work Dicipline	.607	.081	.771	7.526	.001
	Organizational Culture	.400	.065	.425	3.544	.001

a. Dependent Variable: Motivation

Sumber: Data ia Processed, 2023.

**Tabel 1.4 Second Equation t Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.496	3.554		3.798	.811
	Work Dicipline	.215	.131	.186	2.079	.040
	Organizational Culture	.165	.075	.324	2.200	.010
	Motivation	.217	.080	.270	2.385	.010

a. Dependent Variable: Work Productivity

Source: Data is Processed, 2023

**Table 1.5 Recapitulastion of Sobel Test Result**

<b>No</b>	<b>Hypothesis</b>	<b>Statistic Test</b>	<b>Decision</b>	<b>Conclusion</b>
1	Motivation is able to mediate the influence of work discipline on work productivity	$2.55 > 1.96$	There is a mediating influence	Influence through motivation
2	Motivation is able to mediate the influence of organizational culture on work productivity	$2.48 > 1.96$	There is a mediating influence	Influence through motivation

Source: Data is Processed, 2023.

- Validity test is a test used to show the extent to which the measuring instrument used in measuring what is being measured.
- Reliability testing is a tool used to measure the consistency of a questionnaire which is an indicator of a variable or construct.
- The classical assumption test is a statistical requirement that must be carried out in multiple linear regression analysis based on ordinary least squares.
- Normality is a statistical test used to test whether the observed data has a normal distribution or not.
- The multicollinearity test is intended to see the relationship/correlation between each variable.
- The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another.
- Multiple Linear Regression is a linear regression model involving more than one independent variable or predictor.
- Determination (R-Squared) is a test to explain the proportion of variation in the dependent variable that is explained by the independent variable.
- The t-test is a type of statistical test to find out whether there is a difference between the estimated value and the value resulting from statistical calculations.
- Simultaneous test (f test) is a test to see how all the independent variables together influence the dependent variable.

Assalamualaikum Wr. Wb. good afternoon, I would like to say thank you for coming to my presentation. It's great to see you all.

Let me introduce myself. My name is Gunawan, and I am from Bogor.

I'd like to give you a brief outline of my presentation

thank you so much for your attention may all those we have share be beneficial for all of us