

The Influence of Organizational Culture and Work Discipline on Productivity through Motivation

Organizational
Culture and Work
Discipline

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ABSTRACT

This study aims to analyze the direct and indirect effects of organizational culture and work discipline on employee productivity at PT Cahaya Engineering Sukses, with motivation as an intervening variable. Although the company has a strong organizational culture and relatively high work discipline, employee productivity remains below expectations, prompting an investigation into underlying factors such as social interaction, intrinsic motivation, and employee development. A quantitative correlational method was applied, with data collected from 92 respondents through structured questionnaires using a five-point Likert scale. The analysis utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4. The findings reveal that both organizational culture and work discipline have significant and positive effects on productivity, with work discipline identified as the most influential factor. Motivation also plays a mediating role in linking organizational culture and work discipline to productivity. These results highlight that initiatives to strengthen culture and discipline should be supported by motivation-enhancing strategies to maximize performance. The study offers practical insights for integrated human resource development to boost organizational productivity effectively.

Keywords: Employee Motivation, Employee Productivity, Organizational Culture, Organizational Behavior, Work Discipline.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh langsung dan tidak langsung budaya organisasi dan disiplin kerja terhadap produktivitas karyawan di PT Cahaya Engineering Sukses, dengan motivasi sebagai variabel intervening. Meskipun perusahaan memiliki budaya organisasi yang kuat dan disiplin kerja yang relatif tinggi, produktivitas karyawan masih di bawah harapan, sehingga mendorong penelitian terhadap faktor-faktor yang mendasarinya seperti interaksi sosial, motivasi intrinsik, dan pengembangan karyawan. Metode korelasional kuantitatif diterapkan, dengan data dikumpulkan dari 92 responden melalui kuesioner terstruktur menggunakan skala Likert lima poin. Analisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) melalui SmartPLS 4. Temuan penelitian menunjukkan bahwa budaya organisasi dan disiplin kerja memiliki pengaruh yang signifikan dan positif terhadap produktivitas, dengan disiplin kerja diidentifikasi sebagai faktor yang paling berpengaruh. Motivasi juga berperan sebagai mediasi dalam menghubungkan budaya organisasi dan disiplin kerja dengan produktivitas. Hasil ini menyoroti bahwa inisiatif untuk memperkuat budaya dan disiplin harus didukung oleh strategi peningkatan motivasi untuk memaksimalkan kinerja. Penelitian ini menawarkan wawasan praktis untuk pengembangan sumber daya manusia terpadu guna meningkatkan produktivitas organisasi secara efektif.

Kata kunci: Motivasi Karyawan, Produktivitas Karyawan, Budaya Organisasi, Perilaku Organisasi, Disiplin Kerja.

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INTRODUCTION

In the context of globalization and the fourth industrial revolution, a company's success hinges not only on technological advancements and product quality but also on effective human resource management. Human resources are crucial for establishing competitive advantage, particularly in the manufacturing sector, such as the molding industry. PT Cahaya Engineering Sukses, a player in machine-based molding production, exemplifies this dynamic. In a highly competitive environment, employee productivity serves as a critical metric for success (Jumadil et al., 2023; Amaral et al., 2023). High productivity reflects not only task completion but also efficient use of time, energy, and resources. However, optimal productivity is influenced by organizational behavior, particularly through organizational culture and work discipline. While PT Cahaya Engineering Sukses reports work discipline and organizational culture levels between 90% and 95% over the past five years, the remaining 5% to 10% gap suggests potential barriers to achieving peak performance. Limited employee interaction during strategic moments, such as breaks and shift changes, has impeded the development of a collaborative work culture, highlighting the need for improvement in interpersonal relationships and team synergy (Melati et al., 2022; Novita et al., 2025).

The levels of organizational culture and work discipline at PT Cahaya Engineering Sukses over the past five years have fluctuated within a relatively high range (Fancha et al., 2024). In 2020, the level reached 92%, indicating stability; however, team interaction remained weak. In 2021, the level increased to 94%, primarily due to technical training, although no employee motivation programs were implemented. A decline occurred in 2022, bringing the level down to 90%, attributed to the pandemic and the organization's weak adaptation to remote work. The highest level was recorded in 2023 at 95%, yet this improvement did not significantly impact employee motivation and initiative. In 2024, the level slightly decreased to 93%, remaining stable, but the collaboration culture and work enthusiasm showed no notable improvement.

Jumadil et al. (2023) and Amaral et al. (2023) state that they establish individual links between culture, discipline, and productivity; empirical research rarely addresses how these variables interact when motivation serves as a mediating factor, particularly in manufacturing contexts with high but imperfect organizational culture and discipline levels. At PT Cahaya Engineering Sukses, our PLS-SEM analysis reveals that restricted social interaction during non-production times contributes to a 5–10% “implementation gap” that undermines potential productivity. This gap manifests in limited cross-functional collaboration during breaks and shift changes, underdeveloped intrinsic motivation despite administrative compliance, and missed opportunities for informal knowledge sharing (Setiawan et al., 2025).

This indicates a research gap: existing literature does not sufficiently explain how strong organizational culture and work discipline may fail to fully translate into optimal productivity when employee motivation is not adequately fostered through informal interaction and team synergy. Addressing this gap is essential for understanding productivity barriers in process-oriented industries. The study advances theoretical understanding by modeling motivation's mediating role while offering practical solutions for manufacturers. For PT Cahaya Engineering, strategically repurposing non-production time for team development could yield disproportionate returns an empirically supported strategy for similar industries. These findings also provide policymakers with new metrics for assessing workforce effectiveness in Indonesia's manufacturing sector. Despite consistently high organizational culture and work discipline levels, PT Cahaya Engineering Sukses has not achieved peak productivity, indicating that other underlying factors, particularly motivation, may mediate this relationship. This study aims to examine the direct and indirect effects of organizational culture and work discipline on employee productivity, with motivation as an intervening variable, thereby providing both theoretical contributions and actionable strategies for enhancing productivity in manufacturing settings.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Organizational Culture and Work Discipline on Employee Productivity

Organizational culture plays a pivotal role in shaping employee behavior and performance outcomes. Dini and Susanto (2023) demonstrated that a strong culture aligned with the organization's vision fosters a positive work climate, strengthens loyalty, and enhances collaboration factors that collectively drive responsibility and productivity. Yunita et al. (2024) emphasized that cultural components such as openness, effective communication, and recognition of performance directly improve both individual and team outputs. Similarly, Binangun and Kristianti (2025) found that adaptive and innovative cultural traits accelerate work processes, improve efficiency, and cultivate achievement-oriented mindsets. Bassang and Sapan (2023) further revealed that shared values, responsibility, and innovation embedded in a strong culture significantly boost employee performance. These studies indicate that a well-internalized and positive organizational culture can substantially enhance productivity.

Work discipline is equally crucial in optimizing productivity. Kusumawati and Ratnagung (2024) reported that adherence to work schedules, regulations, and standard operating procedures significantly increases output in manufacturing settings. Candana et al. (2020) found that improved attendance and punctuality in a West Java textile firm elevated productivity by 18% within six months. Amrulloh et al. (2025) argued that discipline reflects not only formal compliance but also personal accountability for targets and work quality. Haris et al. (2023) similarly showed that high discipline, characterized by consistent rule adherence, expedites task completion and reduces errors. Collectively, these findings underscore that strong work discipline is a key driver of optimal productivity in industrial environments.

H1: Organizational culture has a significant influence on employee productivity.

H2: Work discipline has a significant influence on employee productivity.

Organizational Culture on Work Discipline

Organizational culture is a central element in human resource management that significantly shapes employee discipline. A strong and well-internalized culture establishes shared values, norms, and behaviors that employees adopt, fostering order and adherence to organizational rules. When the culture emphasizes discipline, responsibility, and commitment, it creates a work environment that naturally encourages employees to act in alignment with organizational expectations. Nuraini (2022) describes organizational culture as an unwritten social control system that directs employee behavior. When consistently implemented, these cultural values become behavioral standards that indirectly strengthen work discipline (Nasir et al., 2021). This alignment between cultural values and expected behaviors enhances not only formal compliance but also intrinsic accountability.

Empirical evidence supports this relationship. Djaman et al. (2021) demonstrated that a positive organizational culture increases both work motivation and compliance with company regulations. Furthermore, participative and communicative cultures foster voluntary employee involvement in maintaining discipline (Nurmalia et al., 2024). Such environments encourage employees to take ownership of their conduct without relying solely on formal enforcement mechanisms. Renitasari et al. (2024) add that a strong, healthy work culture promotes responsibility and loyalty among employees, which in turn elevates discipline levels. In manufacturing contexts such as PT Cahaya Engineering Sukses, where operational precision and procedural adherence are critical, an organizational culture that embeds these values can significantly reinforce discipline.

H3: Organizational culture has a significant influence on work discipline.

Motivation on Employee Productivity

Motivation is a key internal factor that plays an important role in determining employee productivity levels. Highly motivated employees tend to perform better, show greater discipline, and complete tasks more effectively. Sihotang and Saputra (2024) found that motivation derived from financial incentives, recognition, and career development opportunities increases work enthusiasm and productivity in industrial sectors. Hermawati et al. (2024) studied the relationship between intrinsic motivation and productivity in manufacturing companies and found that employees who feel valued and emotionally connected to their work improved performance by up to 22%. Similarly, Lengkong et al. (2020) confirmed that motivation is a key predictor of productivity, especially in dynamic and fast-paced work environments. Saraswati et al. (2024) stated that both intrinsic and extrinsic motivation significantly affect job performance. Employees who are financially and psychologically motivated tend to perform better. These studies confirm that motivation whether intrinsic or extrinsic has a real and significant impact on employee productivity.

H4: Motivation has a significant influence on employee productivity.

Organizational Culture and Work Discipline on Motivation

Organizational culture plays a crucial role in fostering employee motivation by creating a supportive and inclusive work environment. A culture that values appreciation, trust, and transparency enhance employees' sense of security, emotional involvement, and commitment to organizational goals. When these values are internalized, intrinsic motivation grows as individuals feel valued and needed (Kusumawati & Ratnagung, 2024). Haliza and Oktiani (2024) emphasize that a healthy culture shapes how employees think, feel, and act, directly influencing their enthusiasm for work. Kuswibowo (2020) found that participative and innovative cultures promote motivation by enabling personal and professional growth. Similarly, Ariani et al. (2020) highlight that motivation rises when the culture supports work-life balance and provides clear goals. Suweleh and Prasetya (2024) add that performance recognition and career growth opportunities further strengthen both individual and team motivation.

Work discipline contributes to motivation by providing structure, clarity, and fairness in the workplace. Mirawati et al. (2022) observed that disciplined employees who follow rules and meet deadlines tend to be more motivated due to a clear understanding of expectations and a sense of accountability. Mbana et al. (2020) argue that discipline reflects not only compliance but also a motivated drive to achieve optimal performance. Indriyani et al. (2023) found that consistent discipline fosters a positive work climate, reduces stress, and stimulates intrinsic motivation. Azizah et al. (2025) stress that equitable rule enforcement builds motivation, while Nurlina and Yulianti (2023) note that clear, consistent discipline signals organizational direction, motivating employees to act responsibly.

H5: Organizational culture has a significant influence on motivation.

H6: Work discipline has a significant influence on motivation.

The Role of Employee Productivity through Motivation

Organizational culture can influence employee productivity indirectly through the mediating role of work motivation. A strong, positive culture fosters a supportive, open, and participative environment, which enhances motivation (Maysaroh et al., 2024). When employees feel valued, supported, and aligned with organizational values, their enthusiasm and commitment increase, leading to higher productivity (Mulyani et al., 2021). Sutoro (2020) found that cultures providing recognition, rewards, and personal development opportunities strengthen intrinsic motivation an essential driver of optimal performance. Similarly, Fatchurrohman and Aisyanti (2022) noted that cultures emphasizing engagement and consistency build commitment, encouraging employees to

deliver their best. Tamimi et al. (2022) confirmed that motivation acts as the link between organizational values and productive behavior.

Work discipline also affects productivity indirectly through motivation. High discipline ensures order, certainty, and responsibility in task execution, fostering both intrinsic and extrinsic motivation. Employees who follow rules, arrive punctually, and complete tasks consistently feel more competent and appreciated, which boosts their performance drive (Putri et al., 2023). Gulo and Oktora (2024) reported that fair and consistent discipline increases job satisfaction and enthusiasm, which underpin motivation. Syiva et al. (2025) emphasized that perceptions of a structured and fair environment, including discipline enforcement, positively shape motivation. Silitonga and Chandra (2022) further explained that motivation is the bridge between discipline and performance without internal motivation, discipline alone cannot produce optimal results.

H7: Organizational culture influences employee productivity through motivation.

H8: Work discipline influences employee productivity through motivation.

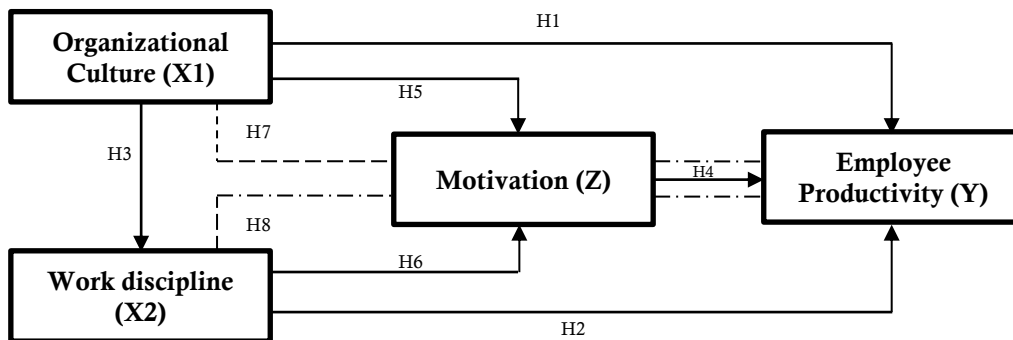


Figure 1. Research Framework

Figure 1 shows a model of the relationship between variables in a study. The independent variables consist of Organizational Culture (X1) and Work Discipline (X2), each of which influences Motivation (Z) as a mediating variable. Furthermore, Motivation (Z) plays a role in mediating the influence of both variables on the dependent variable, Employee Productivity (Y). This model illustrates that organizational culture and work discipline can increase employee motivation, which ultimately has a positive impact on work productivity.

RESEARCH METHODS

This study employed a quantitative method with a survey approach to collect data systematically and objectively. The quantitative approach was selected because it provides measurable insights and enables statistical testing of relationships between variables. This approach also facilitates the identification of both direct and indirect effects of organizational culture and work discipline on employee productivity, with motivation serving as a mediating variable.

The research sample consisted of 120 respondents, determined through a purposive sampling technique. This technique was chosen because it allowed the researchers to define inclusion criteria that aligned with the study's objectives. The selected respondents were employees with sufficient tenure and involvement in organizational processes to understand and evaluate organizational culture, work discipline, motivation, and productivity. Additionally, they were required to have completed a minimum of one year of service to ensure familiarity with workplace dynamics. This sampling rationale ensured that participants possessed relevant experiences and could provide valid and reliable responses, thereby enhancing the credibility of the findings.

Data were gathered using an online questionnaire distributed via email and professional networking platforms, allowing efficient access to respondents without geographic limitations. The questionnaire applied a 5-point Likert scale, ranging from “strongly disagree” (1) to “strongly agree” (5), for each indicator across the study variables. Instrument development followed established scales from prior research, which were adapted to the organizational context of the study. To ensure validity, the instrument underwent expert review involving three academic specialists in human resource management, who assessed content relevance and clarity. A pilot test was conducted with 20 respondents outside the main sample to evaluate item reliability, measured through Cronbach’s alpha, and to confirm construct validity prior to full-scale data collection.

Data analysis employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) method using SmartPLS software. This analytical approach was selected for its robustness in handling complex models with relatively small samples and its capacity for predictive analysis. It also allows simultaneous evaluation of measurement and structural models, including mediation effects. Ethical considerations were addressed by ensuring voluntary participation, informed consent, and confidentiality of responses. Participants were briefed on the study’s purpose, procedures, and their right to withdraw at any stage without penalty. All data were anonymized and used solely for academic purposes, in accordance with ethical research guidelines.

RESULTS

Table 1 show the respondent pool (n = 92) is largely composed of young to mid-career employees: most are aged 25–35 years (81.5 %), with only small proportions under 25 years (1.1 %) or over 45 years (1.1 %). Educational attainment is dominated by senior-high/vocational school graduates (70.7 %), while 21.7 % hold a bachelor’s degree, 5.4 % a diploma, and just 1.1 % possess postgraduate qualifications; elementary or junior-high graduates are similarly rare (1.1 %). Tenure is skewed toward experienced staff, as 78.3 % have worked more than six years, 16.3 % four to six years, and only 5.4 % one to three years. Functionally, over half of the respondents work in Production (54.4 %), followed by Administration/Office roles (21.7 %), Quality Control (16.3 %), and Logistics/Warehouse (7.6 %). Together, these figures depict a workforce that is predominantly young adults with secondary-level education, long service records, and a strong concentration in production operations.

Table 1. Respondent Characteristics

Characteristics	Respondents	Percentage%	
Age	< 25 years	1	1.09 %
	25 - 35 year	75	81.52 %
	36 - 45 year	15	16.30 %
	> 45 years	1	1.09 %
	Total	92	100%
	Elementary/Junior High School	1	1.09 %
Senior High School	65	70.65 %	
Education	Diploma	5	5.43 %
	Bachelor's Degree	20	21.74 %
	Postgraduate Degree	1	1.09 %
	Total	92	100%
	1 - 3 year	5	5.43 %
Years of service	4 - 6 year	15	16.30 %
	> 6 years	72	78.26 %
	Total	92	100%
	Production	50	54.35 %
Department	Quality Control	15	16.30 %
	Logistics/Warehouse	7	7.61 %
	Administration/Office	20	21.74 %
	Total	92	100%

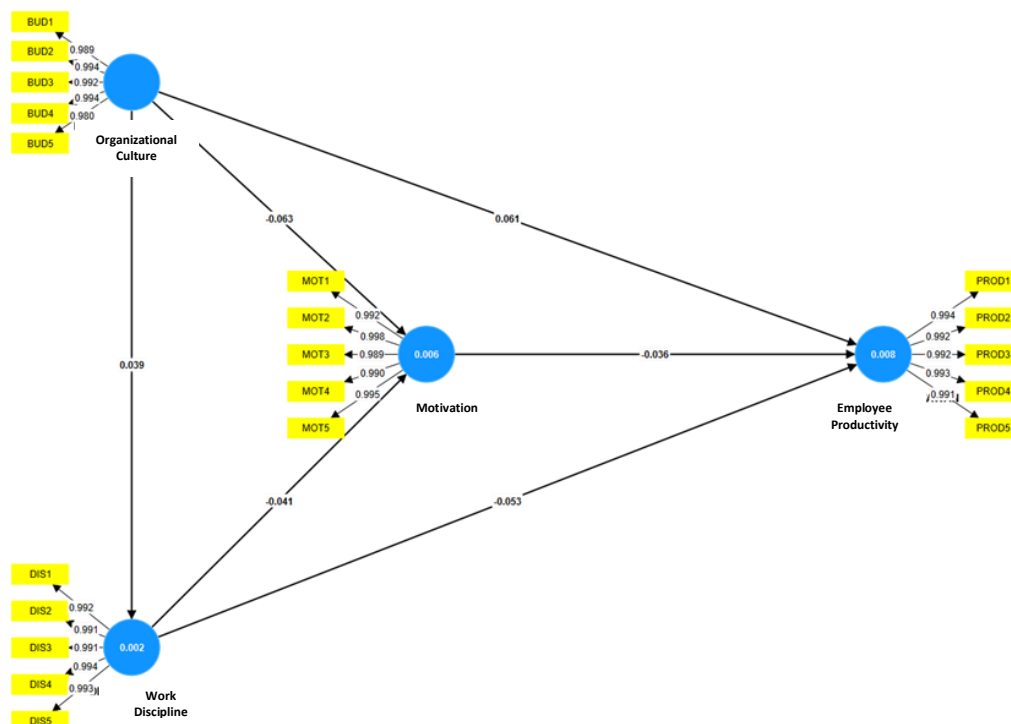


Figure 2. Validity Test Output

Table 2. Convergent Validity Discriminant Validity

Test	Variable	Organizational Culture	Work Discipline	Motivation	Employee Productivity
Fornell - Larcker Criterion	Organizational Culture	0.990			
	Work Discipline	0.039	0.992		
	Motivation	-0.064	-0.043	0.993	
	Employee Productivity	0.061	-0.049	-0.037	0.992
HTMT Matrix	Organizational Culture				
	Work Discipline	0.039			
	Motivation	0.064	0.045		
	Employee Productivity	0.059	0.047	0.035	
Composite Reliability	Organizational Culture	0.990			
	Work Discipline	0.039	0.992		
	Motivation	-0.064	-0.043	0.993	
	Employee Productivity	0.061	-0.049	-0.037	0.992
VIF	Organizational Culture		1.000	1.002	1.006
	Work Discipline			1.002	1.003
	Motivation				1.006
	Employee Productivity				
Effect Size Test (f ²)	Organizational Culture		0.002	0.004	0.004
	Work Discipline			0.002	0.003
	Motivation				0.001
	Employee Productivity				

The results of the discriminant validity test with the Fornell-Larcker criteria in Table 2 show that the square root value of AVE (shown on the diagonal of the table) for each

construct (0.990), (0.992), (0.993), and (0.992) is greater than the correlation between constructs in the same row or column (the largest value is only ± 0.064). This condition meets the Fornell-Larcker requirements, each latent variable has a higher variance with its own indicator than with other constructs, so that the four can be considered different from each other (discriminant validity is achieved).

The Heterotrait-Monotrait (HTMT) values in Table 2 are all very low, between 0.035 and 0.064, far below the recommended conservative threshold of 0.85–0.90. Each latent construct (Culture, Discipline, Motivation, and Productivity) does not experience conceptual multicollinearity between constructs. The research model meets the HTMT criteria, strengthening the conclusion that these variables are mutually independent and worthy of being included simultaneously in the inner model analysis. All constructs exhibit excellent reliability, with composite reliability (CR) values between 0.998–1.023 and AVE values ranging from 0.980–0.986, surpassing required thresholds and confirming strong convergent validity. Despite the high CR values, the AVE criteria are fulfilled, validating instrument reliability. VIF values between 1.000–1.006 indicate no multicollinearity among Culture, Discipline, Motivation, and Productivity, ensuring model stability. However, f^2 effect sizes range from 0.001–0.004 below the 0.02 threshold indicating very weak influence of Organizational Culture and Work Discipline on other constructs, and a negligible effect of Motivation on Employee Productivity in this model.

Table 3. Discriminant Validity – Cross Loadings per Indicator

Indicator	Organizational Culture	Work Discipline	Motivation	Employee Productivity
BUD1	0.989	0.039	-0.053	0.050
BUD2	0.994	0.039	-0.086	0.052
BUD3	0.992	0.056	-0.053	0.066
BUD4	0.994	0.035	-0.069	0.074
BUD5	0.980	0.023	-0.053	0.057
DIS1	0.036	0.992	-0.052	-0.064
DIS2	0.046	0.991	-0.022	-0.053
DIS3	0.028	0.991	-0.042	-0.045
DIS4	0.042	0.994	-0.032	-0.036
DIS5	0.044	0.993	-0.059	-0.041
MOT1	-0.060	-0.056	0.992	-0.031
MOT2	-0.069	-0.035	0.998	-0.039
MOT3	-0.053	-0.077	0.989	-0.020
MOT4	-0.069	0.003	0.990	-0.063
MOT5	-0.069	-0.045	0.995	-0.034
PROD1	0.051	-0.066	-0.074	0.994
PROD2	0.094	-0.031	-0.029	0.992
PROD3	0.052	-0.030	-0.037	0.992
PROD4	0.055	-0.067	-0.017	0.993
PROD5	0.043	-0.043	-0.014	0.991

Based on Table 3 Cross Loadings all indicators have the highest loading values on their respective original constructs, as indicated by the numbers in bold. Indicators BUD1 to BUD5 have the highest loading values on the Organizational Culture variable, while indicators DIS1 to DIS5 are highest on Work Discipline, indicators MOT1 to MOT5 are highest on Motivation, and indicators PROD1 to PROD5 are highest on Employee Productivity. Each indicator has good discriminant validity, as it measures a stronger

construct than the other constructs. The measurement model meets the requirements to proceed to structural testing (inner model).

Table 4. Cronbach's Alpha and R-Square (R^2) Test

Variable	Cronbach's Alpha	Average Variance Extracted (AVE)	R-square	R-square Adjusted
Organizational Culture	0.995	0.980	-	-
Work Discipline	0.996	0.985	0.002	0.010
Motivation	0.996	0.986	0.006	0.017
Employee Productivity	0.996	0.985	0.008	0.026

Table 4 shows that all variables have exceptionally high Cronbach's Alpha values (0.995–0.996), exceeding the 0.70 threshold and indicating strong internal reliability. Each indicator within the constructs of Organizational Culture, Work Discipline, Motivation, and Productivity consistently measures its respective variable. AVE values (0.980–0.986) confirm strong convergent validity, with each construct explaining over 50% of indicator variance. Thus, all constructs are reliable and valid for further analysis. However, the R^2 and adjusted R^2 values indicate a very weak influence of Organizational Culture and Work Discipline on Work Discipline, Motivation, and Productivity, as their predictive power approaches zero.

Table 5. Q Square Test

Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Organizational Culture	460.000	26.925	0.941
Work Discipline	460.000	27.842	0.939
Motivation	460.000	30.234	0.934
Employee Productivity	460.000	24.045	0.948

Based on Table 5 the Q-Square values listed in the table are 0.941 for Organizational Culture. 0.939 for Work Discipline. 0.934 for Motivation. and 0.948 for Employee Productivity. all indicating that the model is very good: each endogenous construct retains more than 93% of its original information (because $1-SSE/SSO \approx 0.94$). The structure of the relationships between variables in this study has a very strong predictive value. confirming that the model is not only valid in terms of measurement. but also effective in predicting the behavior of key variables in the future.

Table 6. Path Coefficient Test

Direct Relationship	Original Sample (O)	T Statistics ($ O/STDEV $)	P Values	Information
Organizational Culture (X1) → Employee Productivity (Y)	0.185	2.913	0.003	Positive. significant (H1 Accepted)
Work Discipline (X2) → Employee Productivity (Y)	0.870	26.768	0.000	Positive. highly significant (H2 Accepted)
Organizational Culture (X1) → Work Discipline (X2)	0.534	7.820	0.000	Positive. significant (H3 Accepted)
Motivation (Z) → Employee Productivity (Y)	0.401	5.749	0.000	Positive. significant (H4 Accepted)
Organizational Culture (X1) → Motivation (Z)	0.313	3.410	0.001	Positive. significant (H5 Accepted)
Work Discipline (X2) → Motivation (Z)	0.561	5.613	0.000	Positive. significant (H6 Accepted)
Organizational Culture (X1) → Employee Productivity (Y) via Motivation (Z)	0.272	3.432	0.001	Positif. significant (H7 Accepted)

Direct Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work Discipline (X2) → Employee Productivity (Y) via Motivation (Z)	0.299	4.201	0.000	Positif. significant (H8 Accepted)

The analysis results reveal several significant relationships among the variables of organizational culture, work discipline, motivation, and employee productivity. First, organizational culture (X1) has a positive and significant effect on employee productivity (Y), as indicated by a coefficient of $\beta = 0.185$, $t = 2.913$, and $p = 0.003$. This finding supports Hypothesis 1 (H1) and suggests that when employees perceive the organizational culture as strong characterized by shared values, norms, and behavioral expectations their productivity levels increase accordingly. Work discipline (X2) exhibits a very strong and highly significant positive influence on employee productivity, with a coefficient $\beta = 0.870$, $t = 26.768$, and $p = 0.000$. This result confirms Hypothesis 2 (H2), highlighting discipline as the most dominant factor in boosting productivity. A disciplined workforce tends to adhere to schedules, follow procedures, and maintain consistency in performance, all of which contribute directly to improved output.

Organizational culture (X1) has a significant effect on work discipline (X2) with $\beta = 0.534$, $t = 7.820$, and $p = 0.000$, supporting Hypothesis 3. Motivation (Z) also plays an important role in increasing employee productivity (Y) ($\beta = 0.401$, $t = 5.749$, $p = 0.000$), supporting Hypothesis 4. Organizational culture has a positive effect on motivation ($\beta = 0.313$, $t = 3.410$, $p = 0.001$), supporting Hypothesis 5. Work discipline (X2) also has a significant impact on motivation ($\beta = 0.561$, $t = 5.613$, $p = 0.000$), supporting Hypothesis 6. These results confirm that work culture and discipline encourage employee intrinsic motivation.

Mediation analysis shows that motivation plays an important role in mediating the influence of organizational culture and work discipline on employee productivity. Organizational culture has a significant indirect effect on productivity through motivation (coefficient 0.272, $t = 3.432$, $p = 0.001$), supporting Hypothesis 7. Work discipline also has a positive and significant indirect effect on productivity through motivation (coefficient 0.299, $t = 4.201$, $p = 0.000$), supporting Hypothesis 8. These results confirm that motivation is a key mechanism linking behavioral factors to tangible performance outcomes.

DISCUSSION

The direct influence of organizational culture on employee productivity is positive and significant ($\beta = 0.185$, $t = 2.913$, $p = 0.003$), indicating that a strong culture fosters engagement and optimal performance. Mulyani et al. (2021) found that aligned values increase efficiency. Ramlah et al. (2023) noted that cultures supporting innovation and recognition boost productivity. Yunita et al. (2024) emphasized discipline, responsibility, and collaboration in improving outcomes. However, Lengkong et al. (2020) found culture less influential in manufacturing, where training and incentives matter more. Sudrajat (2024) and Gouwtama and Yoyo (2025) highlighted that culture alone may not enhance productivity without capacity or flexibility.

Work discipline has a very significant and dominant influence on employee productivity ($\beta = 0.870$, $t = 26.768$, $p = 0.000$), indicating its central role. Disciplined employees tend to perform consistently and effectively. Febriyani and Priatna (2024) emphasized its strong impact, while Husain and Krisyanto (2023) confirmed its relevance in banking. Kusumawati and Ratnagung (2024) found discipline reduces errors in manufacturing. However, Santika and Panjaitan (2023) noted it is less significant in retail, and Fadli and Parashakti (2023) stressed the need for motivation. Saraswati and Zulkifli (2024) stated discipline is less impactful in non-profits driven by social goals.

Organizational culture significantly influences work discipline ($\beta = 0.534$, $t = 7.820$, $p = 0.000$), indicating that a strong culture enhances employee discipline. Cultures promoting values, order, and integrity foster disciplined behavior. Handayani et al. (2023) Sanusi and Utomo (2024) and found culture shapes responsibility and order. Octaryna and Sucipto (2024) emphasized its role in time discipline. However, Hikmanudin et al. (2024) noted no significant effect in retail, where rewards and supervision dominate. Fardiansyah et al. (2025) stressed leadership as a mediator, and Thadus (2023) highlighted formal rules as key in public services.

Motivation significantly affects employee productivity ($\beta = 0.401$, $t = 5.749$, $p = 0.000$), indicating that motivated employees perform tasks more enthusiastically and efficiently. Leihitu et al. (2023) found motivation drives timely task completion, while Bassang and Sapan (2023) emphasized intrinsic motivation's role in meeting targets. Noranisa and Rijali (2025) highlighted non-financial rewards' importance. However, Putra and Mahanani (2022) argued productivity depends more on systems and tools. Khatib et al. (2024) noted high motivation doesn't ensure productivity without training and supervision. Haris et al. (2023) found work environment and pressure more influential than motivation.

Organizational culture significantly affects employee motivation ($\beta = 0.313$, $t = 3.410$, $p = 0.001$), as a positive culture fosters pride, emotional engagement, and intrinsic motivation. Ginting et al. (2025) highlighted emotional attachment as a driver of motivation, while Syauqi and Riyadi (2023) emphasized openness and innovation. Mulyadi et al. (2025) noted that shared values create motivation through security and togetherness. Conversely, Faisal et al. (2024) argued motivation is more influenced by compensation and leadership. Jadid and Mahdani (2022) and Raidzatussalma et al. (2024) found cultural effects minimal, especially in routine or government roles.

Work discipline significantly influences employee motivation ($\beta = 0.561$, $t = 5.613$, $p = 0.000$), as structured routines and responsibility boost enthusiasm. Agustriani et al. (2022) found discipline enhances motivation in education through clear routines. Amrulloh et al. (2025) noted discipline improves focus and timely task completion. Sihotang and Saputra (2024) emphasized that clear responsibilities foster motivation. However, Candana et al. (2020) argued discipline alone doesn't boost motivation, as incentives and climate play a bigger role. Eliza et al. (2020) and Pariasi et al. (2022) stressed that without recognition, discipline may not motivate, especially in public sectors.

Motivation significantly mediates the effect of organizational culture ($\beta = 0.272$, $t = 3.432$, $p = 0.001$) and work discipline ($\beta = 0.299$, $t = 4.201$, $p = 0.000$) on productivity. Moeljahwati et al. (2020), Sholihah et al. (2023), and Hermawati et al. (2024) confirm culture boosts productivity via motivation. Yet, Dini and Susanto (2023), Sholekhati and Irmawati (2023), and Ramlah et al. (2023) argue the effect is stronger directly or motivation is not influential. Similarly, Adipradana and Andriyani (2021), Moor and Sujianto (2022) and Sughuli and Riyadi (2025), support motivation's role in mediating discipline's effect, unlike Ircham and Iryanti (2022), Widiastana and Cipta (2022), and Binangun and Kristianti (2025).

CONCLUSION

The results of this study indicate that organizational culture and work discipline have a positive and significant impact on employee productivity at PT Cahaya Engineering Sukses, both directly and indirectly through motivation as a mediating variable. A strong organizational culture enhances employee work discipline, which in turn contributes to increased motivation and productivity. Motivation plays a crucial role as a connector that strengthens the relationship between organizational culture, work discipline, and employee productivity. Therefore, it is recommended that the company continue to foster a positive culture and enforce work discipline to enhance overall employee motivation and performance.

However, this study has certain limitations that may affect the validity of the findings. For instance, the reliance on self-reported data through questionnaires may introduce bias, as employees might provide socially desirable responses rather than their true feelings. Additionally, the study's cross-sectional design limits the ability to draw causal inferences about the relationships among the variables. Future research could benefit from a longitudinal approach to better understand how these dynamics evolve over time. Furthermore, expanding the sample size and including diverse industries could provide a more comprehensive view of the impact of organizational culture and work discipline on productivity. Addressing these limitations will help strengthen the validity of the findings and contribute to a deeper understanding of the factors influencing employee performance.

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