

The Influence of Work Discipline, Work Environment, and Organizational Culture on Employee Work Productivity at the Sesetan Regional Cooperative

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Abstract

An employee must understand what work discipline, work environment, and organizational culture mean within the company where he or she works. In general, the main problem that arises is how to increase work productivity through work discipline, work environment, and organizational culture as references. This requires special attention because it will have an impact in the future. The purpose of this study is to analyze and explain the influence of work discipline, work environment, and organizational culture on employee work productivity. This research was conducted at the Sesetan Regional Cooperative. The sample used in this study consisted of 60 respondents, determined using a non-probabilistic sampling method with purposive sampling, which is a technique of selecting respondents based on the researcher's judgment. Data were collected through interviews and questionnaires. The analysis methods applied include descriptive analysis, inferential analysis, classical assumption regression analysis, model feasibility test (F-test), partial significance test (T-test), and coefficient of determination test (R^2). The results of this study indicate that work discipline has a significant positive effect on employee productivity, the work environment has a significant positive effect on employee productivity, and organizational culture is also proven to have a significant positive effect on employee productivity. Therefore, companies need to implement employee development programs that focus on strengthening discipline, improving the work environment, and enhancing organizational culture.

Keywords: work discipline, work environment, organizational culture, work productivity

INTRODUCTION

The growth and development of an organization depend on the Human Resources (HR) within it (Rony et al., 2024). Therefore, Human Resources (HR) are an important asset that must be enhanced in terms of quality and competence so that the organization can realize its vision and mission (Ammirato et al., 2023). To achieve this process, organizations—specifically companies or business entities—must be able to create situations and conditions that encourage employees to develop their abilities and skills to the maximum (Mehner, 2025), enabling them to work effectively and efficiently (Yertas et al., 2024) to achieve optimal work productivity (Abdeldayem & Aldulaimi, 2022; Shahzad et al., 2019).

Many factors can affect the level of employee work productivity, including an employee's work discipline, the work environment where activities take place, and the culture within the organization. The need for observation and supervision from the company is essential to ensure that employees remain comfortable at work. Creating high work productivity is not easy, as internal and external factors can both be obstacles to achieving optimal results.

Based on the results of a pre-survey with 10 respondents from the Sesetan Cooperative, several complaints regarding work productivity emerged, including issues regarding productivity

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in increasing customer acquisition, company income, and completion of work tasks. Problems in increasing customer acquisition include two employees who feel incapable of attracting new customers to join the cooperative and two employees who believe that some colleagues do not treat potential customers appropriately (Liu, 2015; Ramroop, 2024). Regarding company income, three employees stated that uncertain income was caused by monthly customer credit payments that were not settled consistently (Sheedy, 2023; Pratama, 2023). Furthermore, concerning the completion of work tasks, three employees indicated that delays in finishing assigned tasks were caused by external factors, particularly customers who frequently delay loan credit payments (Nokhiz et al., 2025; Sanders, 2024; Makhfud et al., 2024).

According to interviews with the same 10 respondents regarding work discipline, work environment, and organizational culture phenomena, employees felt confident in performing their jobs, although there were still some who did not complete assigned tasks adequately (Alfes et al., 2019). Regarding the work environment, employees highlighted a need for clearer information from superiors to subordinates and for the consistent application of rules to all parties (Ariani & Putra, 2021). As for the organizational culture at the company or workplace, employees did not identify any factors making them uncomfortable but noted that communication still needed improvement to avoid future mistakes due to poor communication among colleagues (Tran, 2020; Wanjiku & Gachunga, 2021; Widodo et al., 2022).

In relation to employee work productivity, companies must understand what employees require at work to help them succeed. Realizing work productivity can influence a company's achievements—the company will be considered successful if employee work productivity is high, and unsuccessful if it is low. This is in line with Rambulangi (2024) research, which states that work productivity is determined by the quality and quantity of completed tasks and the level of responsibility shown by employees. Adiningrat (2023) further argue that employee work productivity reflects the ability of employees to produce goods or services based on the mental attitude that today must be better than yesterday, and tomorrow better than today. Work productivity will arise when work discipline, work environment, and organizational culture are harmonious and balanced, making positive contributions that are accepted by all employees in the company.

Discipline can be interpreted as a form of self-control practiced by employees in organizational contexts (Hagger et al., 2021). Good discipline manifests when employees arrive at the office or company regularly and on time, dress appropriately, use materials and equipment diligently, produce satisfactory work, follow company procedures, and finish with positive spirit. Maryani (2021) explain that discipline is a condition that encourages employees to conduct their activities in accordance with established norms or rules. Accordingly, enforcing discipline must be a priority for companies to increase their employees' productivity. Employees with high work discipline will fulfill their responsibilities efficiently. The most essential aspect for an employee is maintaining discipline, demonstrating their capability to handle allocated responsibilities, as supported by Saleh and Utomo (2018), who state that work discipline can enhance work productivity.

Through work discipline, employees can achieve optimal work results; conversely, lack of discipline may lead to abandonment of tasks or unmet expectations (Kusumah et al., 2025). Work discipline should not be based solely on coercion, but rather on employees' intrinsic awareness as a demonstration of loyalty to their company. Permana & Dewi (2022) similarly assert that work discipline is an attitude of compliance with organizational rules, where joining the organization should stem from awareness, not compulsion.

Research by Gandung (2024) indicates that work discipline has a positive and significant impact on employee productivity. Likewise, Rusdiyanto (2021) found a significant positive effect between discipline and productivity. However, Rivaldo & Nabella (2023) reported that discipline's effect on employee productivity was positive but insignificant. To achieve high employee productivity, in addition to discipline, work environment factors also influence performance, especially the organizational climate where employees carry out their duties. For optimized productivity, a conducive organizational climate is essential. The work environment is therefore a major concern for organizations. Hamed (2023) notes that the work environment encompasses all physical circumstances around the workplace that directly or indirectly affect employees. A good work environment also requires positive relationships between employees and leaders.

Comfort within the work environment is a key driver for higher employee productivity. Zhenjing (2022) argue that employees can perform their activities optimally, provided they are supported by favorable environmental conditions. Management should thus pay close attention to the work environment, even if it does not directly involve production. On the other hand, Ariyati found that the work environment had no significant partial effect on productivity.

Another determinant of employee productivity is organizational culture. Robbins describes organizational culture as a shared value system shaping how employees achieve organizational objectives. As a system, work productivity requires constant improvement efforts for organizational development. The implementation of values and norms within an organization is inseparable from its employees as social beings.

Ahsan (2024) argue that a strong company culture yields robust performance, with core values widely accepted among employees. Employee behavior, teamwork, and work attitudes are influenced by the prevailing culture. Higher acceptance and commitment to core organizational values lead to a stronger culture, who found that organizational culture significantly impacts work productivity. Risnawan (2018) reported a positive and significant effect of organizational culture on productivity, as did Mahdiyeh regarding Iranian employees. However, Dermawan found that organizational culture had a negative and insignificant effect on administrative staff's productivity.

An organization is shaped to achieve specific goals based on its vision and mission. These goals may include improving customer service, meeting market demand, enhancing products or services, boosting competitiveness, and increasing employee productivity. Success depends closely on the work quality of its members, prompting organizations to continually develop their employees. Employee productivity refers to the work results or output displayed by employees, measured through completed tasks or activities within a defined timeframe.

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Employees must understand the work discipline, work environment, and organizational culture in the company where they work. Thus, the general problem becomes how to improve productivity through these factors as references, as this requires focused attention for future impact.

Given the inconsistencies in prior research, the researcher is interested in analyzing the influence of work discipline, work environment, and organizational culture on employee productivity. This study aims to examine how discipline affects productivity, how the environment contributes, and how culture can shape employee work outcomes. The study will also identify which variable most dominantly influences productivity. Ultimately, this research hopes to provide theoretical benefits by adding empirical evidence and serving as a reference for future studies, expanding human resource management knowledge, and specifically addressing the influence of work discipline, work environment, and organizational culture on work productivity. Beside theoretical benefits, the findings are expected to make practical contributions, offering valuable information and insights to companies on fostering discipline, creating a conducive work environment, and cultivating organizational culture to increase employee productivity.

METHOD

This study was conducted using a quantitative method with a survey design that aims to find relative events, distributions, and relationships between independent variables and bound variables. The survey design used is cross-sectional, which allows for one-time data collection to analyze temporary issues. The variables studied included the influence of work discipline, work environment, and organizational culture on employee work productivity. The location of this research is in a Cooperative in the Sasetan Area, Denpasar, with the research object consisting of work discipline, organizational culture, and employee work productivity. The bound variable in this study is employee performance, while the independent variables are work discipline, work environment, and organizational culture. Operational definitions for each variable have been compiled, including indicators to measure work discipline, work environment, organizational culture, and work productivity, with relevant reference sources. The research population was active employees in the cooperative, with the sample determined using the purposive sampling method, resulting in a sample size of 60 respondents. Data collection was carried out through interviews and the dissemination of a closed questionnaire that used the Likert scale to measure respondents' attitudes and opinions. The data collected consisted of qualitative and quantitative data, with primary sources coming from interviews and questionnaires, while secondary sources were obtained from cooperative leaders. The research instrument was tested for validity and reliability using the Pearson and Alpha Cronbach Bivariate techniques. Data analysis was carried out using descriptive and inferential statistical methods, including multiple linear regression analysis, classical assumption test, model feasibility test, partial test, and determination coefficient test to evaluate the influence of the variables studied.

RESULT AND DISCUSSION

Testing Results of Research Instruments

Instrument Validity Test Results

Validity test is a test used to show the extent of the measuring instrument used in measuring what is being measured. Validity is the degree of accuracy between the data that actually occurs in the research object and the data that can be reported by the researcher (Sugiyono, 2018). If the correlation between each score of the statement or question item to the total score of the statement or question item shows a correlation coefficient value of ≥ 0.300 with a significance below 0.05, then each of the statement/question items is said to be valid (Ghozali, 2016). The results of the validity test of this study can be seen in Table 1 as follows.

Table 1. Validity Test Results

No	Variabel	Instruments	Pearson Correlation	Significance
1	Work Discipline (X1)	X1.1	.372	.000
		X1.2	.483	.000
		X1.3	.450	.000
2	Work Environment (X2)	X2.1	.681	.000
		X2.2	.639	.000
		X2.3	.450	.000
3	Organizational Culture (X3)	X3.1	.502	.000
		X3.2	.557	.000
		X3.3	.526	.000
4	Work Productivity (Y)	Y1	.678	.000
		Y2	.641	.000
		Y3	.614	.000

Source: Researcher Data, 2024

The results of the instrument validity test by distributing the questionnaire to 60 respondents in Table 1 showed that all instruments in this study had a correlation value of more than 0.300 with a significance below 0.05. These results show that all instruments in this study have met the validity requirements or can be declared valid.

Reliability Test

Testing the reliability or reliability of an instrument shows the extent to which the reliability of a measurement goes back to the same symptoms. A reliable instrument is an instrument that is used several times to measure the same object and produce the same or close data or answers (Sugiyono, 2018). The instrument is said to have high reliability if it has Cronbach's alpha > 0.600 (Ghozali, 2016). The results of the reliability test of this study can be seen in Table 2 below.

Table 2. Reliability Test Results

No	Variabel	Cronbach'h Alpha	Information
1	Work Discipline (X1)	0,919	Reliable
2	Work Environment (X2)	0,919	Reliable
3	Organizational Culture (X3)	0,919	Reliable
4	Work Productivity (Y)	0,919	Reliable

Source: Researcher Data, 2024

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The results of the instrument realism test in Table 2 show that the variable instruments in this study have a Cronbach's alpha value of more than 0.600. These results show that all variable instruments have a high level of reliability or can be declared reliable.

Descriptive Statistical Analysis Results

Descriptive statistics are used to provide an overview or descriptive of data as seen from the mean value (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness (Ghozali, 2016). Descriptive statistics in this study are presented to provide information about research variables, both independent and dependent. The description of respondents' responses regarding the variables in the study was carried out by classifying the average respondents' answer scores on a predetermined measurement scale, namely five categories. Categories are formulated into an interval range obtained by the following formula.

Interval = The maximum score in this study is 3, while the minimum score is 1, so the width of the scale in question can be calculated:

$$\text{Interval} = \frac{3-1}{3} = 0.67$$

After obtaining the length of the interval or interval range, it is included in the measurement criteria used, namely:

Table 3 Criteria and Categories for Assessment of Questionnaire Answers

Criterion	Rating Categories
1,00-1,67	Not Good
1,68-2,34	Pretty Good
2,35-3,00	Excellent

Source: Ghozali (2016)

Respondents' perceptions of the variables of work discipline, work environment, organizational culture and work productivity can be explained as follows.

Work Discipline

The work discipline variable was measured using 3 statement indicators which were responded to using 3 points of the Likert scale, then a tabulation of the number of statements of all respondents for each category can be tabulated as seen in Table 4 below.

Table 4 Data Description of Work Discipline Variables

Statement		Proportion of Respondent Answers			Total Score	Average Score	Rating Categories
		1	2	3			
X1.1	My level of attendance at work every day	3	25	32	149	2,48	Excellent
X1.2	My level of alertness in completing the assigned tasks	5	27	28	143	2,38	Excellent
X1.3	Time to complete tasks given to me by the leadership	2	29	29	147	2,45	Excellent
Average Work Discipline Score						2,43	Excellent

Source: Researcher Data, 2024

Based on Table 4. It can be seen that the work discipline variable is classified as very good with a score of 2.43. This shows that respondents perceive that they feel very satisfied while working at the company. The indicator with the lowest score is X1.2, but it is still classified as good, with a score of 2.38, while the indicator with the highest score is X1.1, which has a score of 2.48 and is in the very good category. This shows that vigilance in carrying out various tasks needs to be further improved, even though it is currently good in order to increase the discipline value of various employees.

Work Environment

The work environment variables were measured using 3 statement indicators that were responded to using 3 points of the Likert scale, then a tabulation of the number of statements of all respondents for each category can be made as seen in Table 4.6 below.

Table 5 Work Environment Variable Data Description

	Statement	Proportion of Respondent Answers			Total Score	Average Score	Rating Categories
		1	2	3			
X2.1	Submission of every information between fellow employees and superiors	5	26	29	144	2,40	Excellent
X2.2	Determination of work rules prepared by the company	7	27	26	139	2,31	Pretty Good
X2.3	Comfort to the company's environmental conditions in carrying out work	4	26	30	146	2,43	Excellent
Average Work Environment Score						2,38	Excellent

Source: Researcher Data, 2024

Based on Table 5, it can be seen that the work environment variable is still very good with a score of 2.38. This shows that respondents feel comfortable working in the company. The indicator with the lowest score is X2.2, but it is still classified as quite good, which is with a score of 2.31, while the indicator with the highest score is X2.3, which has a score of 2.43 and is in the very good category. This shows that the rules set must be acceptable to all employees even though they are currently good in order to increase the value of comfort and trust from all employees

Organizational Culture

Organizational culture variables are measured using 3 statement indicators that are responded to using 3 points of the Likert scale, then a tabulation of the number of statements of all respondents for each category can be tabulated as seen in Table 6 below.

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Table 6 Description of Organizational Culture Variables Data

	Statement	Proportion of Respondent Answers			Total Score	Average Score	Rating Categories
		1	2	3			
X3.1	Implementation of rules in accordance with those that have been regulated by the Company	1	30	29	148	2,46	Excellent
X3.2	Attitude or behavior of mutual respect between colleagues and with superiors	1	23	36	155	2,58	Excellent
X3.3	Communication between colleagues and superiors in carrying out joint duties	2	23	35	153	2,55	Excellent
Average Organizational Culture Score		2,53			Excellent		

Source: Researcher Data, 2024

Based on Table 6, it can be seen that the work environment variable is still very good with a score of 2.53. This shows that respondents perceive that they feel able to adjust to working in the company. The indicator with the lowest score is X3.1, but it is still classified as very good, with a score of 2.46, while the indicator with the highest score is X3.2, which has a score of 2.58 and is in the very good category. This shows that the prevailing organizational culture must be acceptable to all employees.

Work Productivity

The work productivity variable is measured using 3 statement indicators that are responded to using 3 points of the Likert scale, then a tabulation of the number of statements from all respondents for each category can be tabulated as seen in Table 7 below.

Table 7 Description of Work Productivity Variable Data

	Statement	Proportion of Respondent Answers			Total Score	Average Score	Rating Categories
		1	2	3			
Y1	Achievement to individuals and with teams involving other employees	0	31	30	149	2,47	Excellent
Y2	Achievement of work success carried out individually or as a work team	2	23	36	156	2,59	Excellent
Y3	Increased innovation in carrying out tasks from the beginning of joining until now	1	24	34	155	2,56	Excellent
Average Work Productivity Score						2,54	Excellent

Source: Research Data, 2024

Analysis Results

A. Classic Assumption Test

The regression model is said to be a good model if the model is free from classical statistical assumptions. A multiple linear regression model will theoretically produce the right predictor parameter value if it meets the requirements of the classical assumption of regression, namely: normality, multicollinearity, and heteroscedasticity tests.

1. Normality Test

In this study, normality testing was carried out using histogram graph analysis, normal probability plot, and Kolmogorov-Smirnov One-Sample statistical analysis, namely by comparing the Kolmogorov-Smirnov calculation with the Kolmogorov-Smirnov table.

Table 8. Normality Test (One-Sample Kolmogorov-Smirnov)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Hours of deviation	.59608761
Most Extreme Differences	Absolute	.109
	Positive	.109
	Negative	-.060
Test Statistic		.109
Asymp. Sig. (2-tailed)		.074c

Source : Researcher Data, 2024

Based on table 8, it shows that the normality test using the One-Sample Kolmogorov-Smirnov Test with a Kolmogorov-Smirnov value is 0.200. The Kolmogorov-Smirnov value is greater than the Kolmogorov-Smirnov value of the table of 0.05, so H_0 is accepted, which indicates that the data used in this study are normally distributed, so it can be concluded that the model meets the assumption of normality.

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2. Multicollinearity Test

The multicollinearity test was performed to see if there was a perfect correlation between the independent variables used in this study. Multicollinearity testing was carried out by analyzing tolerance values and VIF values. The tolerance value and the VIF value are used to measure the variability of independent variables or the relationship between independent variables, if the tolerance value is less than 0.10 or the VIF value is more than 10 then it indicates the presence of multicollinearity. The following in figure 4.9 shows the tolerance value and the VIF value.

Table 9. Multicollinearity Test (Tolerance and Variance Inflation Factor)

Independent Variables	Tolerance	VIF Value
Work Discipline	.363	2.757
Work Environment	.495	2.021
Organizational Culture	.501	1.994

Source: Researcher Data, 2024

Based on table 9, it shows that there are no independent variables that have a tolerance value of less than 0.10 and also no independent variables that have a VIF value of more than 10. Therefore, the regression model is free from the symptoms of multicollinearity.

3. Heteroscedasticity Test

Heteroscedasticity testing was acknowledged through the glejser method and by looking at the scatterplot graph. The glejser method regresses the regression model to get its residual value, then the residual value is absolutized and regression is carried out with all independent variables. If there are independent variables that have a significant effect on absolute residuals, heteroscedasticity occurs in this regression model. In table 4.10, the results of statistical calculation using the glejser method are presented.

Table 10. Heteroscedasticity Test (Glejser Test)

Independent Variables	Sig.	Information
Work Discipline	.000	Heteroscedasticity Free
Work Environment	.060	Heteroscedasticity Free
Organizational Culture	.728	Heteroscedasticity Free

Source: Researcher Data, 2024

Based on table10 this shows that each model has a significance value greater than 0.05 (5%). This shows that the independent variable used in this study does not have a significant effect on the bound variable, namely absolute error, therefore, this study is free from the symptoms of heteroscedasticity.

Analysis of the Regresi Linier Berganda

Multiple linear regression analysis models are used to obtain a regression coefficient that will determine whether the hypothesis made will be accepted or rejected. The results of this analysis refer to the results of the influence of the variables of Work discipline (X1), Work Environment (X2) and Organizational Culture (X3) on Employee Productivity (Y).

The following in table 11 is presented the results of regression analysis with the Statistical Package of Social Science (SPSS) version 26.0 program.

Table 11. Summary of Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.127	.259		4.356	.000
	X1	-.093	.048	-.392	-1.923	.060
	X2	-.013	.038	-.061	-.350	.728
	X3	.016	.045	.063	.364	.717

Source: Researcher Data, 2024

Based on table 4.11, the multiple linear regression equation can be written as follows.

$$Y = 1.127 + 0.093X1 + 0.013X2 + 0.016X3$$

Where:

And = Employee Productivity

X1 = Work Discipline

X2 = Work Environment

X3 = Organizational Culture

The multiple linear regression equation shows the direction of each independent variable relative to its bound variable. The multiple linear regression equation can be described as follows:

A = Constant value of 1,127 means that if the Work discipline (X1), Work Environment (X2) and Organizational Culture (X3) are equal to zero, then Employee Productivity is 1,127.

X1 = 0.093 shows that work discipline has a positive effect on employee productivity, if employee work discipline increases, then employee productivity will increase.

X2 = 0.013 indicates that the Work Environment has a positive effect on Employee Productivity, if the Employee Work Environment is improved, then Employee Productivity will increase.

X3 = 0.016 indicates that Organizational Culture has a positive effect on Employee Productivity, if Employee Organizational Culture increases, then Employee Productivity will increase.

B. F Test Results

The F test is used to find out whether simultaneously all independent variables (work discipline, work environment and organizational culture) have an influence on the bound variables (employee productivity).

The following in table 12 shows the results of the calculation of the F test using SPSS 26.

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Table 12. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.219	3	21.740	58.073	.000b
	Residual	20.964	56	.374		
	Total	86.183	59			

Source: Researcher Data, 2024

The results of testing the influence of free variables, namely Work discipline (X1), Work Environment (X2) and Organizational Culture (X3) on Employee Productivity (Y) simultaneously (test F) are as follows.

1. The regression for the Work Environment variable was 0.189, with a t-calculated value of 2.118. Because the value of t-count (2.118) is greater than the t-table (2.003) at a significance level of 0.05, and the significance value (Sig.) of 0.039 is smaller than 0.05, it can be concluded that the Work Environment has a positive and significant effect on the work productivity of employees in the Sasetan Cooperative. This means that the higher the employee's work environment, the more their work productivity will increase.
2. The regression coefficient for the Work Environment variable was 0.223, with a t-calculated value of 3.153. Given that the t-count value (3.153) is greater than the t-table (2.003) and the significance value (Sig.) is 0.003 which is smaller than 0.05, it can be concluded that the Work Environment has a positive and significant influence on the work productivity of employees in the Sasetan Cooperative. This shows that the better the work environment, the higher the employee's work productivity.
3. The regression coefficient for the Organizational Culture variable was 0.419, with a t-calculated value of 4.994. Because the t-count value (4,994) is much greater than the t-table (2,003) and the significance value (Sig.) of 0.000 which is much smaller than 0.05, it can be concluded that Organizational Culture has a very positive and significant effect on the work productivity of employees in the Sasetan Cooperative. This means that the stronger and more positive the organizational culture is, the more employee work productivity will increase.

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Based on the results of the F-test carried out, an F-calculation value of 27.112 was obtained, which is higher than the F-table value of 2.77 with a significance level of 0.000 which is smaller than 0.05. Thus, H₀ is rejected and H_a is accepted. This means that the variables of Work Discipline (X1), Work Environment (X2), and Organizational Culture (X3) simultaneously have a significant positive effect on Employee Productivity (Y) in the Sasetan Cooperative. An R² value of 57.0% indicates that 57.0% of the variation in employee productivity can be explained by these three independent variables, while the remaining 43.0% is influenced by other factors not included in this study.

These findings are consistent with previous research showing that a combination of Work Discipline, Work Environment, and Organizational Culture has a significant impact on work productivity. For example, research by Andini, Lubis, and Siregar (2019) shows that these three factors together affect employee productivity. Research by Hanafi and Zulkifli (2018) also supports that Work Discipline, Work Environment, and Organizational Culture contribute significantly to employee performance. In addition, Madjidu et al. (2022) revealed that the interaction of these factors together increases employee work productivity, in line with the findings in this study.

The Effect of Work Discipline on Employee Productivity

Based on the results of the t-test, the Work Discipline variable showed a regression coefficient value of 0.189 with a t-calculation value of 2.118, which is greater than the t-table value (2.003) at a significance level of 0.05. This means that Work Discipline has a positive and significant influence on employee productivity. This means that every single unit improvement in the employee's work discipline will increase their productivity. These findings suggest that good work discipline can substantially improve employee performance and productivity. In other words, the higher the level of work discipline, the higher the work productivity achieved

These results are in line with the research of Fahmi and Saputri (2019), who found that work discipline significantly affects employee work productivity. Another study by Mutohar (2018) also supports this finding, showing that good work discipline contributes to increased employee productivity. In addition, a study by Saleh and Utomo (2018) confirms that work discipline is an important factor in increasing employee work productivity, which is in line with the results of this study.

The Influence of the Work Environment on Employee Productivity

The analysis showed that the Work Environment variable had a regression coefficient of 0.223 and a t-calculated value of 3.153, which was higher than the t-table (2.003) at a significance level of 0.05. This indicates that the Work Environment has a positive and significant effect on employee productivity. This means that improvements in the work environment can lead to a significant increase in employee productivity. A supportive and comfortable work environment improves employee performance as they feel more comfortable and motivated in carrying out their duties

Research by Hanafi and Zulkifli (2018) supports this result by showing that a good work environment has a positive effect on employee performance. Research by Madjidu et al. (2022) also confirms that a conducive work environment contributes to employee work productivity. These results are in line with the findings of Purnami and Utama (2019), which show that a good work environment can significantly increase employee productivity.

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The results of the t-test showed that the Organizational Culture variable had a regression coefficient of 0.419 with a t-calculated value of 4.994, which was much higher than the t-table (2.003) at a significance level of 0.05. This means that Organizational Culture has a positive and significant influence on employee productivity. In other words, a strong and positive organizational culture can significantly increase employee work productivity. A supportive and motivating organizational culture plays an important role in improving employee performance.

Research by Andini, Lubis, and Siregar (2019) shows that organizational culture has a positive effect on employee productivity, in line with the results of this study. The findings of Mulyani et al. (2021) also support that a good organizational culture contributes to increased employee productivity. In addition, Haryadi's research (2022) confirms that a strong organizational culture can improve employee performance through improved work discipline and motivation

CONCLUSION

The findings indicate that work discipline, work environment, and organizational culture each have a significant positive effect on employee productivity at the Sasetan area cooperative, as reflected by statistically significant regression coefficients—0.189 for work discipline ($p = 0.039$), 0.223 for work environment ($p = 0.003$), and 0.419 for organizational culture ($p = 0.000$)—and a simultaneous F test result ($F_{cal} = 27.112$) confirming the collective influence of these factors on productivity. This suggests that enhancing discipline, improving the work environment, and fostering a positive organizational culture are critical strategies for boosting employee productivity in similar organizational contexts. Future research could explore additional variables, such as leadership style or employee engagement, to further enrich the understanding of factors that drive productivity in cooperatives or other types of organizations.

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