

Analysis of Competence, Discipline, Organizational Culture, and Environment's Impacts on Work Productivity

Erwin Wicaksono

Universitas Pasundan, Indonesia
erwinwicaksonolanceuk@gmail.com

Submitted: 17th Feb 2023 | **Edited:** 10th May 2023 | **Issued:** 01st June 2023

Cited on: Wicaksono, E. (2023). Analysis of Competence, Discipline, Organizational Culture, and Environment's Impacts on Work Productivity. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 2(1), 41-51.

ABSTRACT

Good performance support from each employee through work attitudes and behavior will be able to produce productivity high, so that the goals of the company will be more easily achieved and well realized. This study aims to examine the effect of competence, discipline, organizational culture and work environment on the work productivity of PT. Armaz Insan Mandiri. This type of research uses quantitative descriptive statistical methods by distributing questionnaires, analyzing and processing them with statistical methods using SPSS version 26. The population in this study are all employees at PT. Armaz Insan Mandiri, totaling 140 people and taking research samples by means of simple random sampling to employees aged between 21-40 years as many as 104 respondents. The results of the study simultaneously related to the influence of competency, discipline, organizational culture and work environment variables on the work productivity of employees of PT. Armaz Insan Mandiri concluded that there is a positive and significant effect of competency, work discipline and organizational culture simultaneously on work productivity

Keywords: Competency, Discipline, Organizational Culture, Work Environment, Work Productivity

INTRODUCTION

Good company management is expected to be able to support the running of the company with the support of an operational management system and quality human resources so that they are expected to play a role in the process of achieving these goals. Good performance support from each employee through work attitudes and behavior will be able to produce productivity high, so that the goals of the company will be more easily achieved and well realized.

Every part in a company must be able to manage and optimize existing human resources. HR management is inseparable from existing employees in the company who are expected to realize work achievements and targets from the company. Employees are a valuable asset for companies that have a strategic role in the company's organization. Employees can act as planners, supervisors and controllers of activities in the company.

In order to run a system well, of course in its management it must pay attention to important aspects such as competence, discipline, organizational culture and work environment which can give birth to a positive influence on employee work productivity which will also affect the maximum performance appraisal of employees. Therefore performance appraisal is something that cannot be separated from competent organizations and human resources (Gratia. et, al., 2021).

There are several factors that cause HR to have superior work productivity, which can drive organizational success, one of which is competence. Competence has a very strong influence on employee performance. Competence is an important part that must be owned by an employee in order to carry out the job well (Saputra & Mulia, 2021).

Competence can be used to predict work productivity, where high competence will have a positive influence on work effectiveness if measured by certain criteria or standards used by the company. The higher the competency, the more optimal employee work productivity will be. Employees who have competence, he will work with focus and according to his expertise. So that employees can work more effectively and efficiently for the company (Ilyas & Amelia, 2021).

Another factor related to work productivity is employee work discipline, which is one of the important variables in the development of human resource management, therefore discipline is very important in an organizational system that aims to minimize errors, irregularities or negligence that cause wastage in doing work. With high work discipline, it can make it easier for the company to achieve its goals, if employees have work discipline, employees will work effectively and can work time efficiently so that there will be no deviations that can harm the company and can improve the performance of the employees themselves (Kitta , et, al., 2023).

Disciplinary activities are carried out so that employees are encouraged to follow various standards and rules, so that irregularities can be avoided. However, in daily life, company policies and regulations regarding working hours, late or absent sanctions and work targets based on researchers' observations, are still found in the field of obstacles that can disrupt the production process and become a hindrance and can slow down company goals. In addition to work discipline factors, organizational culture factors also have an influence on the work productivity of employees in an organization. Organizational culture is a value that is believed and adhered to by members in the

organization as a guide for their daily behavior, how they do it, think, act, and make decisions that lead to the achievement of organizational goals.

In addition to work discipline factors, organizational culture factors also have an influence on the work productivity of employees in an organization. Organizational culture is a value that is believed and embraced by members in the organization as a guide for their daily behavior, how they do it, think, act, and make decisions that lead to the achievement of organizational goals (Kuswibowo, 2021). The organizational culture of this company still strongly adheres to the familial type of culture. The definition of this type of family culture is an organizational culture where the company has a family character, there is an environment that can manage the company well through team work and HR development and treats consumers as partners. The final decision is of course more often taken by company leaders with considerations from each department head concerned.

The achievement of maximum work productivity cannot be separated from the work environment as a place where all employees will interact with each other in carrying out their daily work. If the employee likes the work environment where he works, then the employee will feel at home at work, carry out activities so that work time will be used effectively. The work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment. The work environment can be divided into two types, namely the social work environment and the physical work environment. The social work environment includes working relationships that are fostered within the company. The physical work environment is where employees work to carry out their activities (Gulom, 2019).

THEORETICAL BASIS

HR Management and Management

The definition of management according to (Nur, et, al., 2020) states that "management is the process of coordinating work activities so that the work is completed effectively and efficiently through other people. Efficiency refers to obtaining the greatest output with the smallest input described as "doing things right". While effectiveness refers to completing activities so that organizational goals can be achieved.

HRM is part of organizational management that focuses on the human resource element. It is the duty of HRM to manage the human element well in order to obtain a workforce that is satisfied with their work. Another definition put forward by (Arif, et, sl., 2022) that HRM is the policies and practices that a person needs to carry out the "people" or human resources aspect of a management position, including recruiting, screening, training, reward and appraisal.

Employee Competency

(Anwar & Haeranah, 2021) states that "competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job".

Thus competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing as the superiority of that field. Competence as a person's ability to produce at a satisfactory level in place work.

Work Discipline

According to (Tumanggor & Girsang, 2021) suggests that "discipline has two meanings. The first meaning involves learning or molding behavior by applying rewards or punishments. The second meaning, even narrower, is that this discipline is only related to the act of punishment for wrongdoing. The definition put forward by Beach emphasizes discipline in learning and action.

Good employee discipline reflects that functions management and other human resources have been implemented according to plan. Conversely, employee discipline is not good, meaning that the implementation of Human Resource Management functions in the company is not good. (Prayogi, et, al., 2019) suggests that "discipline is obedience to the rules or orders set by the organization".

Organizational Culture

According to (Kurniawati, et, al., 2022) that "organizational culture is set shared and accepted assumptions implicit just like that and held by a group that determine how it is felt, thought and reacted to various environments' '. This definition highlights three important characteristics of organizational culture. First, organizational culture is given to new employees through the socialization process. Second, organizational culture affects us when we work. Third, organizational culture operates at different levels.

Organizational culture as a differentiator of an organization to the work environment of organizations and other groups. Organizational culture creates an identity or characteristic that distinguishes one company from another.

Work Environment

The work environment in the opinion of (Bili, et, al., 2023), defines the work environment as a condition that exists in the structure and process of company activities that reflects a sense of satisfaction with implementers or employees who are supportive in the direction of achievement of employee performance as desired by the company as a whole and implementers.

The work environment is the whole of the tools and materials encountered, the environment in which a person works, work methods, and work arrangements both individually and in groups. Work environment problems in an organization are very important, in this case it is necessary to regulate and arrange work environment factors in organizing organizational activities.

Work Productivity

According to (Nofriyanti & Kuswantoro, 2019) work productivity is the ability of a person or group of people to produce goods and services within a certain predetermined time or according to plan. Ability here according to researchers can be interpreted as physical abilities or can also be called skill abilities. In the Big Indonesian Dictionary, skill is defined as the ability to complete a task.

(Madjidu, et, al., 2022) productivity is the ratio between output (results) and input (input). If productivity increases, it will increase efficiency (time-material-labor) and work systems, production techniques and an increase in the skills of the workforce.

So based on the above understanding, we can conclude that work productivity is the ability possessed by someone to do something that has been determined in an effective and efficient timeframe.

METHOD

The research method used in this study is a descriptive-quantitative statistical method, which emphasizes data analysis numeric (numbers) which are processed using statistical methods, while in the form of formulas the hypothesis using the associative hypothesis formulation.

Research design is part of a research plan that shows whether the planned research has internal validity and comprehensive external validity.

After completing the instrument (questionnaire) by employees of PT. Armaz Insani Mandiri, the questionnaire data that has been answered will be processed and analyzed, based on the number of answers, a rating scale is then made with a range of answers from 1 to 5 and the instrument is developed based on existing indicators using a scale likert.

The population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study are all employees at PT. Armaz Insani Mandiri, totaling 140 people.

In this case, the researcher conducted a research sample by means of simple random sampling (simple random sampling) where the sample was randomly selected from the number of samples used in this study were 104 respondents.

RESULT

The Effect of Competence on work productivity

Based on the results of data analysis, the simple linear regression equation $Y = a + b x$ is $Y = 8.646 + 0.987X_1$. The constant value is 8.646, this means that work productivity (Y) will be 8.646 if the Competency variable (X_1) is equal to zero. Variable Competency (X_1) have a positive influence on Work productivity (Y), with a regression coefficient of 0.987 shows that if Competency (X_1) increase by one unit then Work productivity (Y) will increase by 0.987 assuming the other independent variables are constant. $t_{count} 18,697 > table 1,986$, on $\alpha = 5\%$ eye H_0 rejected and **H1 accepted**, it can be concluded that there is a positive and significant effect of competence on work productivity at PT. Armaz Insan Mandiri. Coefficient of Determination R Square 0.774 it can be concluded Competency (X_1) has a contribution or contribution to work productivity (Y) of 77.4% and the remaining 22.6% is influenced by other factors.

The Effect of Work Discipline on work productivity

Based on the results analysis data shows the simple linear regression equation $Y = a + b x$ is $Y = 20.263 + 0.604X_2$. The constant value is 20.263, this means that work productivity (Y) will be 20.263 if the variable Work discipline (X_2) equals zero. Work Discipline Variable (X_2) have a positive influence on Work productivity (Y), with a

regression coefficient of 0,604 which shows that when Work Discipline (X_2) increases by one unit then Work productivity (Y) will increase by 0,604 assuming the other independent variables are constant. Nilai $t_{count} 7.935 > t_{table} 1.986$, on $\alpha = 5\%$ eye H_0 rejected and **H2 accepted**, it can be concluded that there is a positive and significant influence of work discipline on work productivity at PT. Armaz Insan Mandiri . The coefficient of determination R^2 0.382 it can be concluded that work discipline (X_2) has a contribution or contribution to work productivity (Y) of 38.2% and the remaining 61.8% is influenced by other factors.

The Influence of Organizational Culture on work productivity

Based on the results of data analysis, the simple linear regression equation $Y = a + bx$ is $Y = 12.157 + 1.140X_3$. The constant value is 12,157, this means that work productivity (Y) will be 12, 157 if the variable Organizational Culture (X_3) equals zero. Organizational Culture Variable (X_3) has a positive influence on Work productivity (Y), with a regression coefficient of 1,140 which shows that if Organizational Culture (X_3) increases by one unit then Work productivity (Y) will increase by 1,140 assuming the other independent variables are constant. Nilai $t_{count} 13.385 > t_{table} 1.986$, on $\alpha = 5\%$ eye H_0 rejected and **H3 accepted**, it can be concluded that there is a positive and significant influence of organizational culture on work productivity at PT. Armaz Insan Mandiri . Coefficient of Determination R^2 0.637 it can be concluded that Organizational Culture (X_3) has a contribution or contribution to work productivity (Y) of 63.7% and the remaining 36.3% is influenced by other factors.

Influence of the Work Environment on work productivity

Based on the results of data analysis, the simple linear regression equation $Y = a + bx$ is $Y = 28.766 + 0.529X_4$. Constant value of 28.766, this means that work productivity (Y) will be 28.766 if variable work environment (X_4) equals zero. Work environment variables (X_4) has a positive influence on Work productivity (Y), with a regression coefficient of 0,529 which shows that if the work environment (X_4) increases by one unit then Work productivity (Y) will increase by 0,529 assuming the other independent variables are constant. Nilai $t_{count} 6,062 > t_{table} 1,986$, on $\alpha = 5\%$ eye H_0 rejected and **H4 accepted**, it can be concluded that there is a positive and significant influence of the work environment on work productivity at PT. Armaz Insan Mandiri . Coefficient of Determination R^2 0.265 it can be concluded that Organizational Culture (X_3) has a

contribution or contribution to work productivity (Y) of 26.5% and the remaining 73.5% is influenced by other factors.

The Effect of Competence, work discipline Organizational Culture and Work Environment on work productivity

Based on the results analysis data shows multiple linear regression equation $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4$ is $Y = 9.769 + 0.780X_1 + 0.176X_2 + 0.115X_3 + 0.024X_4$. The constant value is 9.769, this means that work productivity (Y) will be 9.769 if the Competency variable (X_1), work discipline (X_2), Organizational Culture (X_3) and work environment (X_4) equals zero. Mark $F_{count} 86,847 > F_{table} 2.70$, face H_0 rejected and **H5 accepted** it can be concluded that there is a positive and significant influence on Competence, Work Discipline and Organizational Culture Simultaneously on Work Productivity at PT. Armaz Insan Mandiri. Coefficient of Determination Adjusted R Square 0.778 it can be concluded Competency (X_1), work discipline (X_2), Organizational Culture (X_3) work environment (X_4) has a contribution or contribution to work productivity (Y) of 77.8% and the remaining 22.2% is influenced by other factors.

The results of this study are in line with the results of research conducted by Hasrudy (2016) with the title Effects of Work Discipline, Competence and Organizational Culture on Employee Job Satisfaction at the North Sumatra Plantation Service. The results of the observations that researchers made on the problem found in the Plantation Service of North Sumatra Province, which is related to work discipline, including employees who do not follow the rules of carrying out their duties. In addition, problems related to other work disciplines are less effective communication between fellow employees and less office employees for what they do

CONCLUSION

The research findings indicate that there is a positive and significant effect of competence, work discipline, organizational culture, and work environment simultaneously on work productivity. In other words, when all these factors are considered together, they collectively have a notable and beneficial impact on work productivity.

1. Competence. Competence refers to the knowledge, skills, and abilities that employees possess to perform their tasks effectively. The positive and significant

effect of competence on work productivity suggests that employees with higher levels of competency are more likely to be productive in their roles. Having the necessary skills and expertise allows employees to complete tasks efficiently and achieve better outcomes.

2. **Work Discipline.** Work discipline involves self-control, focus, and adherence to rules or guidelines. The positive and significant effect of work discipline on work productivity indicates that employees who exhibit strong work discipline tend to be more productive. They are better at managing their time, avoiding distractions, and staying committed to their tasks, resulting in increased productivity.
3. **Organizational Culture.** Organizational culture refers to the values, beliefs, and norms that shape the work environment and employee behavior. The positive and significant effect of organizational culture on work productivity implies that a positive and supportive culture fosters higher productivity among employees. When employees feel valued, motivated, and aligned with the organizational values, they are more likely to be productive and committed to their work.
4. **Work Environment.** The work environment encompasses the physical, social, and psychological conditions in which employees operate. The positive and significant effect of the work environment on work productivity suggests that providing a conducive and well-equipped work environment enhances productivity. A comfortable and safe workspace, access to necessary resources, and positive social interactions can positively influence employees' performance.

Practical Implications.

1. **Competency Development.** Organizations should invest in training and development programs to enhance the competencies of their employees. Identifying and addressing skill gaps will lead to improved work productivity.
2. **Promoting Work Discipline.** Organizations should promote a culture of work discipline through policies, guidelines, and training. Encouraging employees to maintain focus, meet deadlines, and manage their time efficiently can boost productivity.
3. **Nurturing Positive Organizational Culture.** Creating a positive and supportive organizational culture will foster a sense of belonging and commitment among employees. This will, in turn, lead to higher productivity and overall job satisfaction.

4. Enhancing Work Environment: Organizations should strive to provide a comfortable and well-equipped work environment that meets employees' needs. A conducive work setting contributes to employees' well-being and productivity.

In conclusion, the research findings emphasize the importance of considering multiple factors, including competence, work discipline, organizational culture, and work environment, to enhance work productivity. Implementing strategies to improve these factors collectively will lead to a more productive and engaged workforce, ultimately contributing to the organization's success and performance.

REFERENCES

- Anwar, A., & Haeranah, H. (2021). The Effect of Employee Competence, Work Environment and Motivation on Employee Job Satisfaction at the Secretariat of the Regional Representative Council of Bulukumba Regency. *Indonesian Journal of Master of Management Nobel*, 2(3), 355-362.
- Arif, P., Maryadi, M., & Asri, A. (2022). THE INFLUENCE OF COMPETENCE, WORK ENVIRONMENT AND INFRASTRUCTURE ON ASN PERFORMANCE AT THE REGIONAL SECRETARIAT OF EAST LUWU DISTRICT. *Indonesian Journal of Master of Management Nobel*, 3(6), 1099-1111.
- Bili, M. G., FoEh, J. E., Manafe, H. A., & Man, S. (2023). The Influence of Motivation, Work Environment, and Organizational Culture on Employee Performance Through Job Satisfaction as a Mediating Variable (Study of Human Resource Management Literature Studies). *Journal of Information Systems Management Economics*, 4(4), 688-695.
- Gratia, S., Jumiaty, S., & Dewita, N. S. THE INFLUENCE OF COMMUNICATION, ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON THE PERFORMANCE OF NURSES AT ERIA HOSPITAL PEKANBARU. *Student Online Journal (JOM) in the Field of Economics*, 9(2), 1-12.
- Gulom, M. (2019). The Influence of Competence, Discipline and Work Environment on Quality of Service at the Regional Development Bank of Tojo Una-Una Regency. *Journal of Trend Economics*, 7(2), 42-47.
- Ilyas, Y., & Amelia, K. (2021). The Influence of Competence and Work Environment on Employee Performance in Section Zc. Assembling Pt. Xyz. *Journal of Management Small and Medium Enterprises (SMEs)*, 14(2), 117-131.
- Kitta, S., Nurhaeda, N., & Idris, M. (2023). The Effect of Competence, Work Experience, Work Environment, and Work Discipline on Employee Performance. *Jesya (Journal of Economics and Sharia Economics)*, 6(1), 297-309.
- Kurniawati, N. P. A. T., Paramananda, N., & Aryasa, I. P. G. C. A. (2022). THE INFLUENCE OF HEALTH PROTOCOL-BASED OSH, ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY IN PRAMANA SWAN VILLAGE. *ACCESS Journal*, 14(2).
- Kuswibowo, C. (2021). Analysis of the influence of competence, work motivation and career development on the work productivity of teachers in Islamic educational institutions. *Journal of Islamic Education and Innovation*, 155-166.

- Madjidu, A., Usu, I., & Yakup, Y. (2022). Analysis of the Work Environment, Organizational Culture and Work Morale and Their Influence on Employee Work Productivity. *Jesya (Journal of Economics and Sharia Economics)*, 5(1), 444-462.
- Nofriyanti, E., & Kuswantoro, A. (2019). The influence of employee competence, organizational culture, employee discipline, and job satisfaction on employee work productivity. *Economic Education Analysis Journal*, 8(3), 879-897.
- Nur, F. M., Nurmayanti, S., & Tatminingsih, S. (2020). The Influence of Organizational Culture, Work Environment and Competence on the Performance of Agriculture and Plantation Service Employees in Bima Regency. *Journal of Master of Management Unram Vol*, 9(4).
- Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). The influence of competence and work discipline on employee performance. *Proceedings of FRIMA (Management and Accounting Scientific Research Festival)*, (2), 666-670.
- Saputra, N., & Mulia, R. A. (2021). The Influence of Competence, Work Environment and Achievement Motivation on the Performance of Civil Servants at the Regional Secretariat of Padang City. *Ecotrans & Erudition Scientific Journal*, 1(1), 1-24.
- Tumanggor, B., & Girsang, R. M. (2021). The Influence of Competence and Work Discipline on Employee Performance at the Upt Regional Revenue Agency, Gunung Malela District, Simalungun Regency. *Management: Journal of Economics*, 3(1), 42-55.