



The Influence of Organizational Culture and Work Motivation on Employee Productivity with Work Ethic as an Intervening Variable at PT. BTS

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ABSTRACT

This study aims to determine and analyze the influence of 1). Organizational culture and work motivation on work ethic; 2). Organizational culture and work motivation on work productivity; 3). Work ethic on work productivity and 4). Organizational culture and work motivation on work productivity through work ethic. This study was conducted at PT BTS with a research sample of 115 respondents. The sampling technique used a simple random sampling technique. The data analysis method used descriptive analysis and path analysis. The study results showed that: 1). Organizational culture and work motivation have a positive effect on work ethic and 2). Organizational culture and work motivation have a positive effect on work productivity, 3). Work ethic has a positive effect on work productivity and 4). Organizational culture and work motivation have a positive effect on work productivity through work ethic.

KEYWORDS: *Organizational Culture, Work Motivation, Work Ethic, Work Productivity.*

INTRODUCTION

The Islamic banking industry in Indonesia began in the early 1990s, meaning it has been operating in the country for more than thirty years. However, the movement of Islamic banks started to be seen in the early 2000s when Indonesia had two Islamic banks. Through Law No. 21 of 2008 which regulates the procedures and licensing of Islamic banking businesses, the government showed its support for the development of the Islamic banking industry in the country. Since then, the development of Islamic banks in Indonesia has been increasingly evident. As of 2023, the number of Islamic banks in Indonesia is currently 13, while conventional banks that offer Islamic business units' number 20.

The function of a company, especially a bank, will be maximized if someone manages it well, and the manager is defined as an employee. According to Law No. 14 of 1969 concerning the Principles of Manpower, workers are everyone who can carry out work, both inside and outside of an employment relationship to produce services or goods to meet the needs of the community. Employees are the main assets of an organization who are the planners and active actors of every organizational activity.

Improving employee work productivity is a manager's job. This task is not easy because of the various natures, characters, and habits of employees in working. Work productivity is the level of excellence expected and control over the level of excellence to meet consumer desires. This can be implemented in interactions between employees and customers that include punctuality, related to the speed of responding to customer needs, employee appearance, related to cleanliness and suitability in dressing, politeness and response to complaints, related to assistance provided in solving problems submitted by customers. This means that good productivity is seen from the customer's perception, not from the company's perception. Customer perception of service productivity is a total assessment of the need for a product that can be goods or services (Wahyudi, 2011).

Since its establishment as a Sharia Business Unit of PT Bank Tabungan Pensiunan Nasional Tbk (currently known as "PT Bank BTPN Tbk") in 2010, PT. BTS has entered and reached segments that have not been touched by banking, namely the inclusive community segment. With a mandate to carry out empowerment and financial literacy activities for women in this country, PT. BTS provides access and banking products and services following Sharia principles for them to strengthen their intention to realize their ideals of a better life.

From the results of the author's observations, the author sees that the work productivity of PT. BTS employees still need to be improved. The achievements obtained by employees in maximizing work productivity are still below the target. Even the level of achievement produced by employees each month still experiences ups and downs. According to PT. BTS, good productivity is when the company's targets are met and can even exceed the target, employees do not enter with permission or are not less than the provisions and there are no customers who have problems with transactions. However, so far the provisions set by PT. BTS to achieve good productivity has not been met.

In increasing employee work productivity, one of the influencing variables is organizational culture. Organizational culture is a characteristic of the organization, not its members. If the organization is likened to humans, then organizational culture is the personality of the organization. The success of the organization depends on how well the individual fits the culture and value system in the organization. The value system as a shaper of the culture and value system in the organization will be the basic principle that determines the behavior of the members of the organization. For that, an accurate understanding of the destructive values is needed which will ultimately affect the commitment of the members of the organization to the goals of the organization.

In an organization, each has its own strong culture that can distinguish it from other organizations. Some aspects that can be seen in PT. BTS includes: (1) high integrity seen in



women's clothing, and batik clothes, and for women, some wear headscarves or not, for men's clothing, they wear batik clothes and black pants, (2) professionalism in completing work on time and being polite in serving customers. (3) mutual respect and cooperation, one of which is being polite in serving customers and maintaining harmonious relationships with fellow employees and leaders. These cultural values must be upheld by PT. BTS employees. (4) customer focus, oriented towards continuous and mutually beneficial customer satisfaction. Observation results at PT. BTS shows that there are still problems that occur at PT. BTS, especially regarding organizational culture, namely customer focus.

Customer focus is one of the organizational cultures in PT. BTS, if one of the organizational cultures is not implemented properly, employee productivity will not run well. To increase employee productivity, it is necessary to improve a good organizational culture, and must be implemented to increase company growth. If employees do not have a good work culture, the company will not run well. Managers must always guide and encourage their employees to always focus on the company's goals. Another factor that can affect work productivity is work motivation.

Work motivation is the provision of a driving force that creates a person's enthusiasm for working effectively and integrated with all efforts to achieve satisfaction (Winardi, 2000). Work motivation is mainly related to behavior that is directed at achieving a goal. Various factors in the work motivation process are interrelated. At the beginning of the process, where organizational variables affect needs until employees can evaluate rewards and punishments related to work performance. Moekijat (1988) stated that work motivation has an important role in increasing employee work productivity, if an employee is motivated to work, then he will always have a high work passion which will later affect work performance. Work motivation is important because it is what causes, channels, and supports human behavior so that they want to work hard and enthusiastically to achieve optimal things.

Furthermore, one factor that can affect work productivity is work ethic. The ability of employees to build a work ethic is a basic attitude in an employee and work behavior based on mental awareness, and beliefs accompanied by full commitment to the work activities carried out in their entirety. Furthermore, these attitudes and views will provide an assessment of work, both high and low assessments, attitudes in carrying out work, and both serious attitudes and careless work attitudes. Related to the existence of an employee as part of an organization, work ethic means driving the entire potential of the employee as part of the organization to achieve goals (Sutisna, 2012). Based on the results of temporary observations at PT. BTS, there are some employees whose work ethic is still low with indicators of a lack of achievement of targets set by the company.

LITERATURE REVIEW

Organizational Culture

Organizational culture refers to the unique behavior of norms, values, beliefs, and ways of behaving that characterize

how individuals and groups get things done. Dunggio (2020) Organizational culture contains values that must be understood, internalized, and practiced together by all members involved in the organization.

According to Setyorini & Santi (2021), Organizational culture is the strength of individuals as a supporting factor in achieving the performance of an organization. Organizational culture is a basic philosophy of the organization that contains beliefs, norms, and shared values that are characteristics of doing something in the organization. According to Tutu et al., (2022) stated that organizational culture is a long-standing habit that is used and applied in work activities as a driver to improve the quality of employee work.

Based on the statements of several previous researchers above, the researcher can conclude that organizational culture is the norms, values, beliefs, and behavioral habits that are applied in the organization which are used as guidelines for forming and directing behavior in overcoming problems due to change. Organizational culture will also increase employee work motivation by giving them a sense of belonging, loyalty, trust, and values and encouraging them to think positively about themselves and the organization. Thus, the organization maximizes employee potential and wins competence. Organizational culture will also ultimately serve as a motivator for employees to carry out their work.

According to Upadhyay & Kumar, (2020), there are seven indicators of organizational culture, namely:

1. **Teamwork and conflict.** In an organization, working in a team is a must, whereas in one team there will be differences that can cause conflict between individuals in the group.
2. **Climate and morale.** Climate and morale in the organization include how the organization motivates Workers to do their best, how the atmosphere works in the organization, and how to behave fairly in the organization.
3. **Information flow.** Information flow includes providing information about the reasons for change clearly and the organization ensures that information can be understood.
4. **Involvement.** Involvement in the organization makes employees feel appreciated in an organization and will make employees actively provide innovation for the development of an organization.
5. **Supervision.** A good boss or supervisor will make employees feel comfortable. For example, giving praise if the task is completed well or reprimanding well and giving good criticism.
6. **Meetings.** Meetings include decisions in meetings being realized, discussions carried out in meetings remaining on track, and time being used well.
7. **Data-based decisions.** Data-based decisions are all decisions taken by the organization based on proper data analysis.



Work Motivation

In a company, employees are needed who work with healthy work motivation, this is because work motivation greatly influences employees in completing every task and responsibility given by their superiors.

According to Duha (2020), "Work motivation is something or something that is given to another party so that the other party is moved, influenced, or challenged to do or not do something". According to Winardi (2018), Work Motivation is the result of several processes, both internal and external, for an individual that creates an attitude of enthusiasm and enthusiasm in carrying out certain activities. As for the definition of other work motivation

From each statement put forward by many experts above, the author argues that work motivation is an encouragement from within a person without any coercion from anyone to do certain things that are of interest to that person in achieving the goals that have been set.

According to Afandi (2018) mentions several indicators of work motivation, namely as follows:

1. **Rewards.** Everything in the form of goods, services, and money that is compensation received by employees for their services involved in the organization, such as:
 - a. Giving gifts or rewards
 - b. Job promotions
2. **Working conditions.** Conditions or circumstances of the work environment of a company that is the place of work for employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities well, such as:
 - a. A pleasant work environment
 - b. A comfortable, safe, and clean work environment
3. **Work facilities.** Everything in the organization that is occupied and enjoyed by employees, both in direct relation to work and for the smooth running of work, such as:
 - a. Adequate facilities
 - b. Adequate infrastructure
4. **Work performance.** The results achieved or desired by everyone in working. For each person, the size is not the same because humans are different from each other, such as:
 - a. Maximum work results
 - b. Achievement of targeted tasks
5. **Recognition from superiors.** Statements given by superiors about whether their employees have implemented the work motivation that has been given or not, such as:
 - a. Praise for employee success
 - b. Assessment of employee work performance.

Work Ethic

According to Priansa (2016), work ethic is a set of attitudes or basic views held by employees to assess work as something positive for improving the quality of life, thus influencing their work behavior in the organization. Lawu et. al

(2019) work ethic describes an attitude that contains meaning as an evaluative aspect possessed by an individual or group in assessing work activities.

Based on several definitions of work ethic that have been put forward above, it can be concluded that work ethic is a basic form of behavior, attitude, personality, character, character possessed by someone who is considered positive for improving the quality of life, thus influencing their work behavior to carry out work in the company which can be in the form of a work spirit.

According to Salamun et. al (2017), several indicators can be used to measure work ethic, namely as follows:

1. **Hard work.** Hard work is that in working has the nature of work drunk or trying as hard as possible to achieve the desired target. By utilizing optimal time so that sometimes do not recognize time, distance, and difficulties faced.
2. **Discipline.** Discipline is an attitude of respect, appreciation, obedience, and obedience to applicable regulations both written and unwritten, and being able to carry them out and not avoid receiving sanctions if he violates the duties and authorities given to him.
3. **Honest.** Honesty is a person's ability to carry out his work by the rules that have been determined.
4. **Responsibility.** Responsibility is providing the assumption that the work done is something that must be done with perseverance and sincerity.
5. **Diligent.** Diligent is someone who works regularly, diligently, hard-heartedly, and earnestly in completing his work. By creating employee habits to maintain and improve what has been achieved.

Work Productivity

In the Big Indonesian Dictionary (2007) productive is an activity that produces many results or goods that are made or produced. Furthermore, in the Psychology Dictionary (1996) Productiveness is the quality of creativity or the quality of completing a large number of research matters that produce results. Product is the result (output, a thing produced), production is the activity or process of producing something, the producer is a person or body that produces something, and productive is an adjective given to something that has the power or ability to produce something (Ndraha, 1999)

According to Sumarsono (2010), work productivity is the comparison between what is produced and what is input. Work productivity is the ability to produce goods and services from a workforce, machine, or other production factors calculated based on the average time of the workforce in the production process. Company productivity consists of machine/equipment productivity and labor productivity. Labor productivity is a measure of the success of the workforce that produces a product in a certain time, while machine productivity is a comparison between output and input capital including land, machinery, and equipment, while the output capital varies according to the capital elements and input elements.



Based on the definition of work productivity above, it can be concluded that work productivity is the ratio between production that can be produced with the overall satisfaction that can be obtained with the sacrifices given by the workforce according to the ideals of the company, but not only includes a comparison of output and input but also on the attitude and behavior of the workforce, because not all productivity can be measured by output and input.

Productivity is very important for employees in the company. With work productivity, it is hoped that work will be carried out effectively and efficiently, so that all of them are ultimately very necessary in achieving the goals that have been set, to measure work productivity, an indicator is needed, namely as follows (Sutrisno, 2011):

1. **Ability.** Having the ability to carry out tasks. An employee's ability is very dependent on the skills they have and their professionalism in working.
2. **Improving the results achieved.** Trying to improve the results achieved. The result can be felt by both those who do it and those who enjoy the results of the work.
3. **Work spirit.** This is an effort to be better than yesterday's results. This indicator can be seen from the work ethic and the results achieved in one day than compared to the previous day.
4. **Self-development.** Always develop yourself to improve your work skills. Self-development can be done by looking at the challenges and expectations that will be faced.
5. **Quality.** Always try to improve quality better than before. Quality is the result of work that can show the quality of an employee's work.
6. **Efficiency.** Comparison between the results achieved with the total resources used. Input and output are aspects of productivity that have a significant influence on employees.

RESEARCH METHOD

Research Design

Research design is a very important part of a study. This section, explains what kind of design will be used for data collection so that the research design is a research strategy for identifying problems before the final planning of data collection; and second, the research design is used to define the structure of the research to be carried out (Nursalam, 2017) The approach in this study is a quantitative approach, because this research is presented with numbers. This follows the opinion of Arikunto (2006) who stated that quantitative research is a research approach that is widely required to use numbers, starting from

RESEARCH RESULTS AND DISCUSSION

a. The influence of organizational culture and work motivation on work ethic

data collection, interpretation of the data, and the appearance of the results, namely trying to get the most complete information possible regarding the influence of leadership and work discipline on work productivity through work ethic. Information is obtained through questionnaires and observations. To test how much contribution, the variables of organizational culture and work motivation as independent variables (exogenous), work ethic as a mediating variable (intervening) and work productivity as a dependent variable (endogenous). Intervening variables or variables that affect the relationship between exogenous variables and endogenous variables are stated in the work ethic variable. Furthermore, it is combined with relevant theories using data analysis techniques concerning the variables used. The collected data will be analyzed to determine the relationship or influence of the level of independent variables influenced by intervening variables on dependent variables through path analysis. To support the process of obtaining data statistically using the SPSS 23 application.

Population & Sample

Population according to Sugiyono (2017) is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions are drawn. Population is not only humans but also objects and other natural objects. Population is also not just the number of objects or objects being studied but includes all the characteristics or properties possessed by the subject or object. Meanwhile, the population in this study were employees of PT. BTS, totaling 161 people.

The sample is part of the population used for research. According to Sugiyono (2017), a sample is part of the number and characteristics possessed by the population. The number of units in a sample is symbolized by the notation n .

The determination of the number of samples used in this study was determined using the Slovin formula. According to Narendra, et al. (2021), the Slovin formula is a formula for calculating the minimum number of samples if the behavior of a population is not yet known with certainty. The size of the research sample with the Slovin formula is determined by the error rate value. Where the greater the error rate used, the smaller the number of samples taken. Based on the existing population of 161 people, where the entire population is a representative that is considered by researchers to have the appropriate criteria used by researchers. The number of samples set is 115 people. The number of respondents is considered representative of obtaining writing data that reflects the state of the population.

To find out this, it is necessary to use the F test. The following is the test of each variable:



Table 1. Results of the F test of the influence of organizational culture and work motivation on work ethic

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3105.942	2	1552.971	258.385	.000 ^b
	Residual	673.153	112	6.010		
	Total	3779.096	114			

a. Dependent Variable: Work Ethic X3

b. Predictors: (Constant), Work Motivation_X2, Organizational Culture_X1

From the table, the calculated F-value of the organizational culture and work motivation variables is 258,385, while the F-table is 2.68. Thus, F-count > F-table (258,385 > 2.68), H0 is rejected and H1 is accepted at the real level. This provides the conclusion that organizational culture and work

motivation affect work ethics. Thus, the first hypothesis is tested and proven.

b. The influence of organizational culture and work motivation on work productivity

To find out this, it is necessary to use the F test. The following is the test of each variable:

Table 2. Results of the F test of the influence of organizational culture and work motivation on work productivity

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2812.957	2	1406.478	58.023	.000 ^b
	Residual	2714.904	112	24.240		
	Total	5527.861	114			

a. Dependent Variable: Work_Productivity_Y

b. Predictors: (Constant), Work Motivation_X2, Organizational Culture_X1

From the table, the calculated F-value of the organizational culture and work motivation variables is 58.023, while the F-table is 2.68. Thus, F-count > F-table (58.023 > 2.68), H0 is rejected and H1 is accepted at the real level. This provides

the conclusion that organizational culture and work motivation affect work productivity. Thus, the second hypothesis is tested and proven.

c. The Effect of work Ethics on work productivity

Table 3. Results of the t-test on the effect of work ethic on work productivity

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.914	3.300		4.216	.000
	Etos_Kerja_X3	.869	.079	.719	10.989	.000

a. Dependent Variable: Work_Productivity_Y

The t-test results for the work ethic variable obtained a calculated t-value of 10.989 and a t-table of 1.980. This means that t-count > t-table (10.989 > 1.980), which means that H0 is rejected and H1 is accepted. This provides the conclusion that work ethic affects employee work productivity. Thus, the third hypothesis is tested and proven.

d. The effect of organizational culture and work motivation on work productivity through work ethic

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0,454 \times 0,719 = 0,326$$

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0,526 \times 0,719 = 0,378$$

In the organizational culture variable, the indirect influence value is obtained from the path coefficient value ρ_{x3x1} multiplied by the path coefficient value ρ_{yx3} . The multiplication

result shows that the indirect influence coefficient value is smaller than the direct influence coefficient value. In the work motivation variable, the indirect influence value is obtained from the path coefficient value ρ_{x3x2} multiplied by the path coefficient value ρ_{yx3} . The multiplication result shows that the indirect influence coefficient value is smaller than the direct influence coefficient value. This shows that work ethic can mediate, namely organizational culture and work motivation in influencing employee work productivity.

Discussion

1. The influence of organizational culture and work motivation on work ethic

Based on the results of the analysis of the description of the organizational culture variable, it shows that the majority of



PT. BTS employees tend to agree that the indicators for the formation of organizational culture variables are formed by indicators of teamwork and conflict, climate and morale, information flow, involvement, supervision, meetings, and data-based decisions. Meanwhile, the indicators that provide the greatest contribution to the formation of organizational culture variables are teamwork and conflict, teamwork is needed in managing the company where this form of cooperation strengthens each other between divisions and in solving problems, in addition, managing conflict in organizational culture aims to create harmony in the workplace and the company can facilitate open communication.

Based on the results of the analysis of the description of the work motivation variable, it shows that the majority of PT. BTS employees tend to agree that the indicators for the formation of work motivation variables are formed by indicators of rewards, working conditions, work facilities, work achievements, and recognition from superiors. Meanwhile, the indicator that provides the greatest value to the formation of work motivation variables is work facilities, good work facilities can create comfort in working, for example in this case the air conditioning in the room is cool so that the atmosphere becomes comfortable.

Based on the results of the path analysis, shows that organizational culture and work motivation have an impact on increasing work ethic. These results are in line with research conducted by Yosephin Mery C.S, Moch.Asmawi, Matin (2018), Syafriadi Syafriadi, Sutaryat Trisnamansyah, Husen Saeful Insan, Waska Warta (2021), Sahat T Simorangkir (2023), Masduki Ahmad (2020).

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Based on the results of the path analysis, it shows that organizational culture and work motivation have an impact on increasing work productivity. These results are in line with research conducted by Muhammad Fahmi, Widya Saputri (2019), Apjumisah Suriani, Sumardi, Nurpit Junus (2020), Yudhy, Nur'aeni (2020), Juliana Abagsonema Abane, Ronald Adamtey and Virceta Owusu Ayim (2022), Hanifa Ardiana, Chalid Imran Musa, Muh. Ikhwan Maulana Haeruddin, Zainal Ruma, Tenri S.P dipoatmodjo (2023).

3. The influence of work ethic on work productivity

Based on the results of the analysis of the description of the work ethic variable, it shows that the majority of PT employees. BTS stated that they tend to agree that the indicators for the formation of the work ethic variable are formed by indicators of hard work, discipline, honesty, responsibility, and diligence. Meanwhile, the indicator that provides the greatest contribution to the formation of the work ethic variable are hard work and honesty, that related to the work ethic in the company, one of which is hard work, meaning that employees can complete the workload given to employees with a full sense of responsibility, addition to upholding the value of honesty is a form of foundation for employees with integrity, and instilling the value of honesty for employees will make superiors or coworkers happy and maintain the trust of work partners.

Based on the results of the analysis of the description of the work productivity variable, it shows that the majority of PT employees. BTS stated that they tend to agree that the indicator for the formation of the work productivity variable is formed by the indicator of ability, increasing the results achieved, work enthusiasm, self-development, quality, and efficiency. Meanwhile, the indicator that provides the greatest contribution to the formation of the work productivity variable is self-development, that for employees the process of self-development for employees is one of the improvements in the form of skills, knowledge, attitudes and behavior, relationships, and networks so that they can generate profits for the company.

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Based on the results of the analysis of the description of the organizational culture variable, it shows that the majority of PT. BTS employees tend to agree that the indicators for the formation of organizational culture variables are formed by indicators of teamwork and conflict, climate and morale, information flow, involvement, supervision, meetings, and data-based decisions. Meanwhile, the indicators that provide the greatest contribution to the formation of organizational culture variables are teamwork and conflict, teamwork is needed in managing a company where this form of cooperation strengthens each other between divisions and in solving problems, in



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Based on the results of the analysis of the description of work productivity variables, it shows that the majority of PT employees. BTS stated that they tend to agree that the indicators for the formation of work productivity variables are formed by indicators of ability, increasing the results achieved, work enthusiasm, self-development, quality, and efficiency. Meanwhile, the indicators that provide the greatest contribution to the formation of work productivity variables is self-development, that for employees, the process of self-development for employees is one of the improvements in the form of skills, knowledge, attitudes and behavior, relationships, and networks so that they can generate profits for the company.

Based on the results of the path analysis, shows that organizational culture and work motivation have an impact on increasing work productivity through work ethic. These results are in line with research conducted by Jeane Maramis, Tiara Felia Ondang, Adelaida Joroh (2023), Masduki Ahmad (2020), Sahat T Simorangkir (2023), Syafriadi Syafriadi, Sutaryat Trisnamansyah, Husen Saeful Insan, Waska Warta (2021), Josephine Mery C.S, Moch.Asmawi, Matin (2018).

Conclusion

Based on the results of the study and hypothesis testing of the proposed problem formulation, the following conclusions can be drawn:

1. The influence of organizational culture and work motivation has a positive effect on employee work ethic. This is reinforced by their realizing that working together in a team is a must because in one team there

will be differences that can cause conflict between individuals in the group so that they can complete the work by following the work that has been determined and supported by the existence of work facilities in a company that can be enjoyed by employees, either in the form of tools, equipment, objects, or rooms for work will create job satisfaction for employees, of course this has a good impact on the company.

2. The influence of organizational culture and work motivation has a positive effect on work productivity. This is reinforced by their realizing that working together in a team is a must because in one team there will be differences that can cause conflict between individuals in the group, supported by the existence of work facilities in a company that can be enjoyed by employees, either in the form of tools, equipment, objects, or rooms for work will create job satisfaction for employees, of course, this has a good impact on creativity and the application of skills in doing work.
3. The influence of work ethic has a positive effect on work productivity. This is reinforced by a high sense of responsibility in completing work beyond targets and completing tasks before the specified deadline. And supported by employee creativity and skills in doing work.
4. The influence of organizational culture and work motivation has a positive effect on employee work productivity through work ethic. This is reinforced by them realizing that working together in a team is a must that is supported by the existence of work facilities in a company that can be enjoyed by employees to create job satisfaction for employees. A good impact on creativity and the application of skills in completing work beyond targets and completing tasks before the specified deadline.

Suggestions

Based on the results of the research and discussion of the tests as above, the following suggestions are recommended:

1. The results of this study are expected so that PT. BTS can cut and fix policies that hinder progress, especially those related to interactions between people in the organization to form a more aggressive and innovative work culture so that it can improve organizational performance.
2. The results of this study are expected so that PT. BTS can improve work performance by paying more attention to work promotions for employees. With the existence of work promotions that are felt to be fair by the company and the company providing work promotions by looking at employee work performance, employees will feel happy in working so that employees can show and improve good work performance to get work promotions from the company. That way, employees will feel satisfaction in working so that they can improve their work performance in the company.



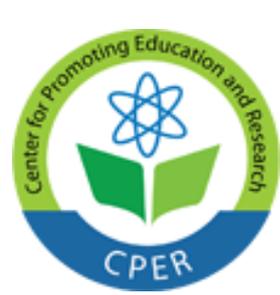
3. The results of this study are expected so that PT. BTS should increase the commitment of employee organizations so that they can be responsible and contribute to work optimally. This can be done by making regulations such as rules and regulations in completing tasks so that employees are more responsible for their work. In addition, the company needs to improve good cooperation between employees, so that employees have a great sense of responsibility and obligation to the company.
4. The results of this study are expected so that PT. BTS can further improve the quality of human resources by

adjusting work to employee abilities and interests, honing employee creativity to innovate, and implementing a reward system for each employee so that the standards set by the company are achieved.

5. This study only focuses on organizational culture, work motivation, work ethic, and work productivity. There are still other factors such as leadership, and work environment that can be used as opportunities to conduct new research.
6. For future researchers, the results of this study are expected to be used as a reference in compiling further research designs that are relevant to a varied approach.

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