

The Impact of Organizational Culture, Work Discipline, and Facilities on The Work Productivity

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Abstract—Productivity is the ability of employees to complete tasks according to standards, costs, completeness, and speed, reflecting the efficiency and effectiveness of human resources. This study aims to analyze the impact of (1) Organizational Culture, (2) Work Discipline, and (3) Facilities on Employee Productivity at the Boyolali District Office, both partially and simultaneously. This research is quantitative in nature and uses primary data. Data quality testing was conducted through validity and reliability tests. The methods used include observation and questionnaire distribution. From a total population of 18 individuals, all were selected as samples using the saturated sampling technique. Data analysis was performed using multiple linear regression. The study's results indicate that Organizational Culture partially impacts Employee Productivity by 24.5%, Work Discipline by 28.9%, and Facilities by 28.3%. Simultaneously, these three variables significantly affect Employee Productivity, with a significance value of $0.000 < 0.05$. The coefficient of determination reveals that 73.4% of the variation in Employee Productivity can be explained by Organizational Culture, Work Discipline, and Facilities, while the remaining 26.6% is influenced by other variables not examined in this study.

Keywords: Impact; Organizational Culture; Work Discipline; Facilities; Employee Productivity

1. INTRODUCTION

The achievement of an institution's goals depends on the quality of its human resources, as HR plays a crucial role in delivering the best performance to achieve the organization's established objectives. An institution can operate effectively when supported by human resources with the knowledge, skills, and motivation to manage it optimally. Every institution undoubtedly requires talented human resources in various fields, whether leaders or employees (Tanjung & Mardhiyah, 2023). According to (Siagian, 2023), human resource management is a process that includes planning, organizing, directing, and supervising human resources within a company, collectively aimed at achieving the company's objectives. Employee productivity is vital for institutions, prompting them to make maximum efforts to achieve their goals. Productivity refers to the employees' ability to complete specific tasks in accordance with standards, cost, completeness, and speed, thereby promoting the efficient use of human resources and overall effectiveness (Tanjung & Mardhiyah, 2023). According to (Bina et al., 2022), work productivity is a crucial element in a company, as it plays a role in determining the company's success in achieving its established targets.

The Boyolali Subdistrict Office is a government institution that plays an important role in public service and is required to continually improve the performance of its employees. The office is led by a subdistrict head, Mr. Budi Suprpto, S.E., and is located at Jl. Cendana No. 10, Winong, Boyolali Subdistrict. The office has 18 employees, consisting of 14 civil servants and 4 honorary staff.

The organizational culture in this office is relatively good but still requires improvement. Initiative in work without being prompted exists among employees, though there are instances where some lack such initiative. Each year, the employees organize a family gathering to strengthen bonds and foster camaraderie among staff members. A positive organizational culture builds a shared perception that supports the achievement of common goals, which, in turn, enhances productivity (Hakimah et al., 2023). This was studied by (Hakimah et al., 2023) in their research titled "The Influence of Organizational Culture and Work Discipline on Employee Productivity Mediated by Motivation at PDAM Kertapati Palembang." The findings showed that organizational culture significantly influences employee productivity, with a P-Value of $0.007 \leq 0.05$, indicating a positive effect of organizational culture on productivity at PDAM Kertapati Palembang.

According to data from the Boyolali Subdistrict Office, in August 2024, there were 825 hours and 13 minutes of unproductive time, 66 hours and 39 minutes of tardiness, and 10 hours and 4 minutes of early departures among the employees. This reflects a lack of discipline that needs to be addressed to achieve higher levels of productivity. Discipline refers to attitudes, behaviors, and actions aligned with the institution's regulations, whether written or unwritten (Tanjung & Mardhiyah, 2023). According to (Adolfia Lotu et al., 2022) discipline reflects the condition or attitude of respect that each employee has toward the rules and policies applicable within the organization. (Pratiwi & Permatasari, 2022) studied this in their research titled "The Effect of Work Discipline and Workplace Facilities on the Productivity of Workers in the Production Division at PT. Multi Elektrik Sejahterindo, Citeureup, Bogor District." The results showed that work discipline has a partial positive and significant effect on productivity, contributing 31.3%. This indicates a positive relationship between work discipline and productivity.

The Boyolali Subdistrict Office relocated to a new building in 2023. Each room is equipped with air conditioning, laptops/computers, and printers. However, some laptops, computers, and printers in certain rooms are still damaged, which could potentially affect employee productivity. This was examined (Ikram, 2023) in their study titled "Facilities

and Human Resource Development on Employee Productivity at PT. PLN (Persero) Rayon Lakawan in Enrekang Regency." The findings revealed that facilities significantly and positively influence productivity, with a t -value of 4.041 > t -table of 2.034 and a significance value of $0.000 < 0.05$.

Based on the above, the researcher aims to examine three independent variables—Organizational Culture, Work Discipline, and Facilities—and one dependent variable, Employee Productivity. To date, there has been no simultaneous study of these three variables in the same context. The Boyolali Subdistrict Office was chosen as the research site because previous studies have not investigated these variables there. The researcher hopes this study can provide input to enhance employee productivity by strengthening organizational culture, improving work discipline, and optimizing facilities. Furthermore, the findings are expected to motivate employees to improve discipline and make better use of facilities to boost productivity. The researcher also hopes the institution will optimize employee involvement in strategic planning, conduct regular evaluations of adherence to work hours and regulations, and ensure all facilities are well-maintained.

2. RESEARCH METHODS

This research was conducted at the Boyolali Subdistrict Office, Boyolali Regency, using a descriptive quantitative method. According to (Ardiansyah et al., 2023), the quantitative research method is an approach that collects and analyzes data in the form of numbers and numerical measurements. This approach aims to describe, explain, and test the relationships between variables through statistical analysis. Additionally, the quantitative approach is used to determine how the variables being studied—Organizational Culture, Work Discipline, and Facilities—affect Employee Productivity at the Boyolali Subdistrict Office, Boyolali Regency.

The data sources in this study refer to subjects from which data is obtained. The researcher used primary data sources. According to (Veronica et al., 2022), primary data is data directly obtained and processed by the researcher from the subjects or objects of the study and is often referred to as original data. (Veronica et al., 2022) also define a sample as a subset of the population's size and characteristics. Since the population in this study is relatively small, all 18 individuals in the population were fully included as the sample. Therefore, this study falls under the category of population or census research. The sampling technique used is saturated sampling, in which all members of the population are taken as the sample.

According to (Tanjung & Mardhiyah, 2023), work productivity is an indicator that compares the quality and quantity of work within a certain period to achieve results or accomplishments effectively and efficiently by utilizing available resources. According to Benardin and Russel in (Wijaya & Manurung, 2021), factors that influence productivity levels include knowledge, skills, competencies, attitudes, and behavior. Meanwhile, according to (Hasan, 2023), the indicators required to measure work productivity are as follows:

- a. Ability
- b. Improvement in achieved results
- c. Work enthusiasm
- d. Self-development
- e. Quality
- f. Efficiency

According to (Hendra Wahyudin, 2022) organizational culture is a characteristic that is inherent and maintained within an organization or in the daily lives of a community, which is closely linked to the culture that develops. According to (Widodo et al., 2022), organizational culture is closely related to productivity, as high-quality resources cannot achieve optimal work results without a positive organizational culture that is well internalized by all its members. According to (Darmawan, 2024) organizational culture also includes several indicators, such as:

- a. Employee Engagement in Organizational Planning
- b. Acceptance of New Ideas and Diverse Perspectives
- c. Support for Team Collaboration
- d. Encouragement for Innovation and Creativity
- e. Reward and Recognition Systems

Work discipline, according to (Hasan, 2023), is a form of employee self-control and the orderly execution of tasks, reflecting the level of seriousness of a work team within an organization. Furthermore, there are several indicators that determine work discipline, as outlined by (Pranitasari & Khotimah, 2021), as follows:

- a. Arriving at the workplace on time
- b. Leaving the workplace on time
- c. Complying with applicable regulations
- d. Wearing the designated work uniform
- e. Taking responsibility for completing tasks
- f. Completing daily work tasks thoroughly

According to (Jufrizen, 2021), workplace facilities serve as supporting factors that help employees work more productively while also enhancing their motivation to achieve company goals. According to Sabri and Susanti (2021) in (Yandi & Trimerani, 2023), the indicators of facilities include:

- a. Their alignment with employees' needs
- b. Their ability to optimize work outcomes
- c. Their ease of use
- d. Their effectiveness in accelerating work processes
- e. Their arrangement in a well-organized and orderly manner

The dependent variable is the variable influenced by or resulting from the presence of independent variables and is typically denoted by (Y). In this study, the dependent variable refers to the employees' productivity at the Boyolali Subdistrict Office. Meanwhile, independent variables serve as the cause of changes or the emergence of the dependent variable. The independent variables in this study consist of three variables: Organizational Culture (X1), Work Discipline (X2), and Facilities (X3). The data collection methods used in this study include a questionnaire with a Likert scale and observation. The researcher applied several analytical plans consisting of the following steps:

2.1 Prerequisite Analysis Test (Classical Assumption Test)

Classical assumption testing is conducted to determine whether the data deviates or not. This test includes:

- a. Normality Test
 According to (Mardiatmoko, 2020), this test is performed to ensure whether the residual values follow a normal distribution. A good regression model has residuals that are normally distributed.
- b. Multicollinearity Test
 According to (Mardiatmoko, 2020), multicollinearity refers to a condition where there is a perfect or near-perfect linear relationship between independent variables in the regression model. A regression model is considered to have multicollinearity if some or all independent variables exhibit a perfect linear relationship within the model.
- c. Heteroscedasticity Test
 According to (Akbar & Subariyanti, 2023), the heteroscedasticity test aims to determine whether there is inequality in the variance of residuals from one observation to another in a regression model.

2.2 Multiple Linear Regression

Multiple linear regression is used when researchers aim to predict changes in the dependent variable, either increasing or decreasing, by manipulating or altering the values of two or more independent variables that act as predictor factors.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \tag{1}$$

Description:

- Y = Work productivity of employees
- α = Constanta
- $\beta_1, \beta_2, \beta_3$ = The magnitude of the regression coefficient/influence
- X1, = Organizational Culture
- X2, = Work Discipline
- X3 = Facilities

This study involves four variables: Organizational Culture, Work Discipline, and Facilities as independent variables, and Work Productivity as the dependent variable. It is assumed that Organizational Culture, Work Discipline, and Facilities may have an impact on the Work Productivity of employees at the Boyolali District Office. The research framework is illustrated in the following diagram:

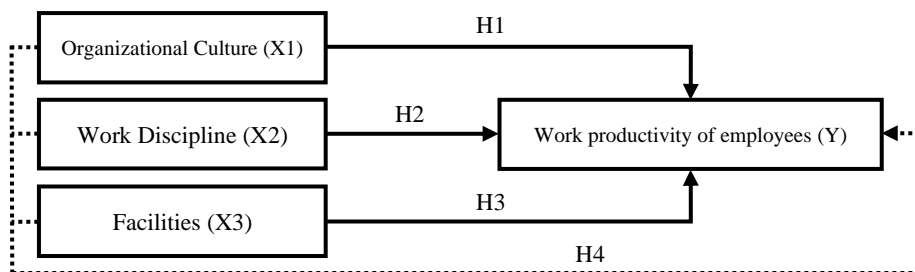


Figure 1. Framework of Thinking

A hypothesis is a temporary answer to the research problem formulation, based on relevant theories and logical reasoning. This answer has not yet been empirically proven through existing facts (Abdullah et al., 2022). Therefore, researchers need to test its validity. The hypotheses proposed by the researcher are as follows:

- a. Organizational Culture Variable (X1)
 H0 : There is no impact of Organizational Culture on employee Work Productivity at the Boyolali Sub-district Office.
 H1 : There is an impact of Organizational Culture on employee Work Productivity at the Boyolali Sub-district Office.

- b. Work Discipline Variable (X2)
 - H0 : There is no impact of Work Discipline on employee Work Productivity at the Boyolali Sub-district Office.
 - H1 : There is an impact of Work Discipline on employee Work Productivity at the Boyolali Sub-district Office.
- c. Facility Variable (X3)
 - H0 : There is no impact of Facilities on employee Work Productivity at the Boyolali Sub-district Office.
 - H1 : There is an impact of Facilities on employee Work Productivity at the Boyolali Sub-district Office.
- d. Organizational Culture (X1), Work Discipline (X2), and Facility Variables (X3)
 - H0 : There is no impact of Organizational Culture, Work Discipline, and Facilities on employee Work Productivity at the Boyolali Sub-district Office.
 - H1: There is an impact of Organizational Culture, Work Discipline, and Facilities on employee Work Productivity at the Boyolali Sub-district Office.

To test the hypotheses of this research, the researcher uses several hypothesis tests as follows:

- a. t-test (Partial Regression Coefficient)

This test is applied in multiple regression to examine whether independent variables have a significant partial effect on the dependent variable. The hypotheses tested are as follows:

 1. H₀: There is no partial effect of X₁, X₂, and X₃ on Y.
 2. H_a: There is a partial effect of X₁, X₂, and X₃ on Y.
- b. F-test (Simultaneous Regression Coefficient)

This test aims to assess whether independent variables simultaneously have a significant effect on the dependent variable. The hypotheses tested are as follows:

 1. H₀: X₁, X₂, and X₃ together do not influence Y.
 2. H_a: X₁, X₂, and X₃ together influence Y.
- c. Coefficient of Determination

According to (Mardiatmoko, 2020), the determination analysis is a method used to measure the extent to which variable X contributes to variable Y. This analysis aims to determine the percentage of the overall contribution of the independent variables to the dependent variable.

3. RESULTS AND DISCUSSION

3.1. Classical Assumption Test

Before hypothesis testing, the research data must meet several statistical assumptions known as classical assumptions. This test aims to ensure that the analysis results obtained are valid and reliable.

3.1.1. Normality Test

According to (Akbar & Subariyanti, 2023), the main goal of the normality test in regression analysis is to ensure that the regression model developed conforms to the basic assumption, which is that the residual data follows a normal distribution.

Table 1. Result of Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		18
Normal Parameters ^{a,b}	Mean	,000000
	Std. Deviation	1,01691978
Most Extreme Differences	Absolute	,117
	Positive	,115
	Negative	-,117
Test Statistic		,117
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

In Table 1, the Kolmogorov-Smirnov test shows an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05, thus it can be concluded that the data is normally distributed.

3.1.2. Multicollinearity Test

An important requirement in the regression model is the absence of multicollinearity. This can be tested by examining the Tolerance value, which should be greater than 0.1, and the VIF value, which should be less than 10. The test results using SPSS are presented in the following table.

Table 2. Result of Multicollinearity Test

Model	Coefficients ^a	
	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational Culture	,845	1,184
Work Discipline	,830	1,205
Facilities	,897	1,114

a. Dependent Variable: Work Productivity

Based on the calculations in Table 2, each variable has the following tolerance and VIF values:

- The Organizational Culture variable has a tolerance value of $0.845 > 0.1$ and a VIF value of $1.184 < 10$, so there is no multicollinearity in the Organizational Culture variable.
- The Work Discipline variable has a tolerance value of $0.830 > 0.1$ and a VIF value of $1.205 < 10$, so there is no multicollinearity in the Work Discipline variable.
- The Facilities variable has a tolerance value of $0.897 > 0.1$ and a VIF value of $1.114 < 10$, so there is no multicollinearity in the Facilities variable.

3.1.3. Heteroscedasticity Test

To identify the presence of heteroscedasticity, this study uses a graphical method by comparing the predicted values (ZPRED) with the residuals (SRESID). The resulting scatterplot shows the following data distribution pattern.

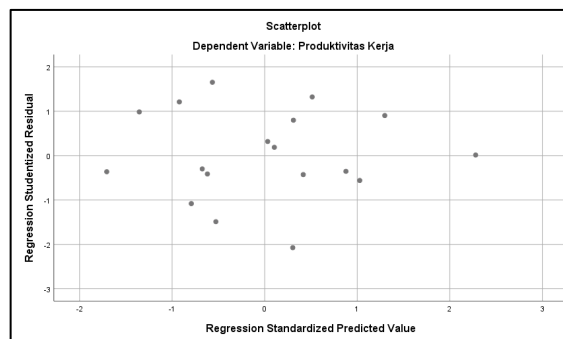


Figure 2. Result of Heteroscedasticity Test

Based on Figure 2, it can be observed that the points are scattered above and below the zero value without forming a specific pattern on the scatterplot. This indicates that the research data does not experience heteroscedasticity.

3.1.4. Multiple Linear Regression Analysis Test

This study uses multiple linear regression analysis to measure the significance impact of the variables Organizational Culture, Work Discipline, and Facilities on Employee Work Productivity in the Office of Boyolali District, Boyolali Regency. The results of the analysis using SPSS version 25 are presented in detail in the following table.

Table 3. Result of Multiple Linear Regression Analysis Test

Model	Coefficients ^a		Beta	t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error			
1 (Constant)	8,559	3,922		2,182	,047
Organizational Culture	,245	,094	,354	2,604	,021
Work Discipline	,289	,084	,475	3,458	,004
Facilities	,283	,099	,377	2,852	,013

a. Dependent Variable: Work Productivity

Based on Table 3, which shows the summary results of the regression analysis, the following equation can be derived:

$$Y = 8,559 + 0,245 X1 + 0,289 X2 + 0,283 X3 + e$$

From the equation above, it can be explained that:

- The constant value of Work Productivity (Y) is 8.559, which means that if the variables X1, X2, and X3 (Organizational Culture, Work Discipline, and Facilities) are all equal to zero, the Work Productivity is 8.559.

- b. The coefficient of X1 is 0.245, which indicates that every time the X1 variable (Organizational Culture) increases by 1%, Work Productivity increases by 0.245 (24.5%). Conversely, every time the X1 variable (Organizational Culture) decreases by 1%, Work Productivity decreases by 0.245 (24.5%).
- c. The coefficient of X2 is 0.289, which shows that every time the X2 variable (Work Discipline) increases by 1%, Work Productivity increases by 0.289 (28.9%). Conversely, every time the X2 variable (Work Discipline) decreases by 1%, Work Productivity decreases by 0.289 (28.9%).
- d. The coefficient of X3 is 0.283, meaning that every time the X3 variable (Facilities) increases by 1%, Work Productivity increases by 0.283 (28.3%). Conversely, every time the X3 variable (Facilities) decreases by 1%, Work Productivity decreases by 0.283 (28.3%).

From the statements above, it can be concluded that the variables Organizational Culture (X1), Work Discipline (X2), and Facilities (X3) have an impact on the variable Work Productivity (Y).

3.2. Hypothesis Testing

3.2.1. t-Test (Partial)

The t-test is used to test the significance of the partial impact of Organizational Culture, Work Discipline, and Facilities on Work Productivity. Data analysis was performed using SPSS version 25 software. The significance level (α) used is 5% or 0.05. The results of the t-test can be seen in the table below:

Table 4. Result of t-Test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	8,559	3,922		2,182	,047
Organizational Culture	,245	,094	,354	2,604	,021
Work Discipline	,289	,084	,475	3,458	,004
Facilities	,283	,099	,377	2,852	,013

a. Dependent Variable: Work Productivity

Based on Table 4, the results of the t-test above show that the findings of the research for the t-test are as follows:

- a. The value of t-table is known:

$$Df = n - k$$

$$Df = 18 - 4 = 14 (2,145)$$

- b. If the p-value $> \alpha = 0.05$, it means there is no significant partial impact between the independent and dependent variables.
- c. If the p-value $< \alpha = 0.05$, it means there is a significant partial impact between the independent and dependent variables.

- a. Organizational Culture (X1)

Based on the results of the t-test (partial), the impact of Organizational Culture on Work Productivity obtained a t-calculated value of 2.604, while the t-table value is 2.145, and the Sig. level is $0.021 < 0.05$. It can be concluded that the Organizational Culture variable has an impact on the Work Productivity (Y) variable.

- b. Work Discipline (X2)

Based on the results of the t-test (partial), the impact of Work Discipline on Work Productivity obtained a t-calculated value of 3.458, while the t-table value is 2.145, and the Sig. level is $0.004 < 0.05$. It can be concluded that the Work Discipline variable has an impact on the Work Productivity (Y) variable.

- c. Facilities (X3)

Based on the results of the t-test (partial), the impact of Facilities on Work Productivity obtained a t-calculated value of 3.458, while the t-table value is 2.145, and the Sig. level is $0.013 < 0.05$. It can be concluded that the Facilities variable has an impact on the Work Productivity (Y) variable.

3.2.2. F-Test (Simultaneous)

The F-test is used to test simultaneously whether all the independent variables in the regression model together have a significant impact on the dependent variable. The test is conducted using a significance level of 0.05 ($\alpha = 5\%$). If Sig. F $> \alpha = 0.05$, it means the independent variable model does not affect the dependent variable. Therefore, the model is accepted, meaning the independent variables have an impact on the dependent variable, as shown in the table below:

Table 5. Result of F-Test (Simultaneous)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	62,698	3	20,899	16,643	,000 ^b

Residual	17,580	14	1,256
Total	80,278	17	

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Facilities, Organizational Culture, Work Discipline

Based on Table 5, the calculated F value is $16.643 > 3.24$ and the significance value is $0.000 < 0.05$. It can be concluded that the variables of Organizational Culture, Work Discipline, and Facilities simultaneously have a significant and positive impact on the variable of Work Productivity.

3.2.3. Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure the proportion of variance in the dependent variable that can be explained by the independent variables in the regression model. The higher the R² value, the better the model's ability to predict the dependent variable. Conversely, a low R² value indicates that the model is less effective in explaining the variability of the dependent variable. The statistical analysis results are presented as follows:

Table 6. Result of Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,884 ^a	,781	,734	1,121

a. Predictors: (Constant), Facilities, Organizational Culture, Work Discipline

b. Dependent Variable: Work Productivity

Based on Table 6, the Adjusted R Square value is 0.734, or 73.4%, indicating that the variation in the dependent variable, Work Productivity, can be explained by the variation in the independent variables, namely Organizational Culture, Work Discipline, and Facilities. The remaining 26.6% is explained by other unexamined variables.

3.3. Discussion

Based on the calculations performed using SPSS version 25, the hypothesis testing results, and their discussion are as follows:

3.3.1. Impact of Organizational Culture (X1) on Work Productivity (Y) at Boyolali Subdistrict Office, Boyolali Regency

Organizational Culture (X1) has a significant partial impact on Work Productivity (Y), as seen through the partial regression coefficient test (t-test), which determines if the independent variable (X1) has a significant partial effect on the dependent variable (Y). The data processed with SPSS version 25 shows that a positive organizational culture creates a collective perception towards achieving organizational goals, ultimately enhancing employee productivity. The t-test result showed t-value of 2.604, greater than the table value of 2.145, and a significance level of $0.021 < 0.05$, meaning H0 is rejected, and Ha is accepted, indicating that Organizational Culture has a significant positive impact on Work Productivity at Boyolali Subdistrict Office. This finding aligns with previous research by (Hakimah et al., 2023), who found that Organizational Culture positively influences Work Productivity.

3.3.2. Impact of Work Discipline (X2) on Work Productivity (Y) at Boyolali Subdistrict Office, Boyolali Regency

Work Discipline (X2) has a significant partial impact on Work Productivity (Y), as analyzed through the partial regression coefficient test (t-test), which identifies if the independent variable (X2) has a significant partial effect on the dependent variable (Y). The data processed with SPSS version 25 reveals a significant impact of Work Discipline on Work Productivity. When employees maintain good discipline, the organization can implement its work programs more effectively, improving employee productivity. The t-test result showed t-value of 3.458, greater than the table value of 2.145, and a significance level of $0.004 < 0.05$, meaning H0 is rejected, and Ha is accepted, confirming that Work Discipline positively impacts Work Productivity at Boyolali Subdistrict Office. This finding is supported by (Pratiwi & Permatasari, 2022), who concluded that Work Discipline has a significant positive effect on Work Productivity.

3.3.3. Impact of Facilities (X3) on Work Productivity (Y) at Boyolali Subdistrict Office, Boyolali Regency

Facilities (X3) have a significant partial impact on Work Productivity (Y), as analyzed through the partial regression coefficient test (t-test), which determines if the independent variable (X3) has a significant partial effect on the dependent variable (Y). The data processed with SPSS version 25 shows a significant impact of Facilities on Work Productivity. Adequate and modern facilities create a comfortable working environment and can enhance employee motivation, improving work performance and productivity. The t-test result showed t-value of 3.458, greater than the table value of 2.145, and a significance level of $0.013 < 0.05$, meaning H0 is rejected, and Ha is accepted, confirming that Facilities significantly impact Work Productivity at Boyolali Subdistrict Office. This finding is supported by (Ikram, 2023), whose research showed that Facilities positively and significantly influence Work Productivity.

3.3.4. Simultaneous Impact of Organizational Culture, Work Discipline, and Facilities on Work Productivity at Boyolali Subdistrict Office, Boyolali Regency

The simultaneous impact of Organizational Culture, Work Discipline, and Facilities on Work Productivity can be assessed using the F-test, which evaluates whether the independent variables (X1, X2, X3) as a whole have a significant impact on the dependent variable, Work Productivity (Y). The data processing with SPSS version 25 shows that the F-value is 16.643, greater than the table value of 3.24, and the significance level is $0.000 < 0.05$, indicating that Organizational Culture, Work Discipline, and Facilities together have a significant positive impact on Work Productivity. The Adjusted R Square value is 0.734, meaning 73.4% of the variation in Work Productivity can be explained by the independent variables, while the remaining 26.6% is explained by other factors.

4. CONCLUSION

Based on the study of the variables Organizational Culture, Work Discipline, and Facilities on Work Productivity at Boyolali Subdistrict Office, Boyolali Regency, the research concluded that Organizational Culture, Work Discipline, and Facilities each have a positive and significant impact on Work Productivity, as demonstrated by the t-test results. Furthermore, the F-test results indicate that these three variables simultaneously influence Work Productivity, with an Adjusted R Square value of 0.734, meaning 73.4% of the variation in Work Productivity is explained by these factors. Recommendations from the study include optimizing Organizational Culture by involving employees in strategic planning and promoting innovation, creativity, and collaboration to enhance motivation and productivity. Work Discipline should be regularly evaluated, with training and rewards provided for highly disciplined employees to inspire others. Facilities should be maintained in good condition, with the addition of ergonomic workspaces, break areas, and modern technology to improve comfort and efficiency. Future research is encouraged to explore other factors influencing productivity and to conduct similar studies in different institutions for a broader perspective.

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