



**ANALYSIS OF THE EFFECT OF WORK MOTIVATION,
WORK ENVIRONMENT, AND ORGANIZATIONAL
CULTURE ON WORK PRODUCTIVITY WITH WORK
DISCIPLINE AS AN INTERVENING VARIABLE AT
PT. H-H PERDANA KUDUS**

Arranged by:
Ullya Kurnisa
NIM. 201911590

**STUDY PROGRAM OF MANAGEMENT
FACULTY OF ECONOMIC AND BUSINESS
UNIVERSITAS MURIA KUDUS**

2024



**ANALYSIS OF THE EFFECT OF WORK MOTIVATION,
WORK ENVIRONMENT, AND ORGANIZATIONAL
CULTURE ON WORK PRODUCTIVITY WITH WORK
DISCIPLINE AS AN INTERVENING VARIABLE AT
PT. H-H PERDANA KUDUS**

This thesis is submitted as one of requirements for completing undergraduate (S1)
education at the Faculty of Economics and Business,
Universitas Muria Kudus

Arranged by:
Ullya Kurnisa
NIM. 201911590

**STUDY PROGRAM OF MANAGEMENT
FACULTY OF ECONOMIC AND BUSINESS
UNIVERSITAS MURIA KUDUS**

2024

ANALYSIS OF THE EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT, AND ORGANIZATIONAL CULTURE ON WORK PRODUCTIVITY WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. H-H PERDANA KUDUS

Name : Ullya Kurnisa
NIM : 201911590
Department : Management

This thesis has been approved to be defended before the Thesis Examining Team
Faculty of Economics and Business, Universitas Muria Kudus.

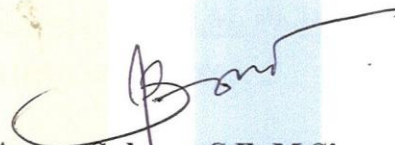
Kudus

Advisor 1



Sutono, S.E., M.M, Ph.D
NIDN. 0626017003

Advisor 2



Agung Subono, S.E, M.Si
NIDN. 0520017602

Approved,
Head of Management Department



Noor Indah Rahmawati, S.E., M.M.
NIDN. 0024037701

ANALYSIS OF THE EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT, AND ORGANIZATIONAL CULTURE ON WORK PRODUCTIVITY WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. H-H PERDANA KUDUS


Name : Ullya Kurnisa
NIM : 201911590
Department : Management

This thesis has been approved and defended before the Examining Team,
Faculty of Economics and Business, Muria Kudus University

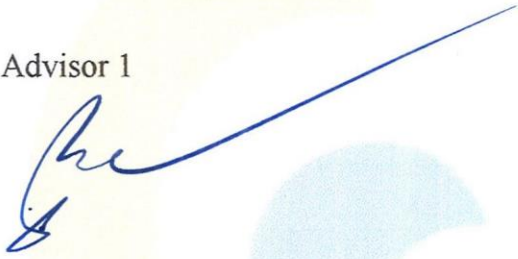
Kudus, 2024

Approved,
Head of Management Department

Advisor 1


Noor Indah Rahmawati, S.E., M.M

NIDN. 0024037701


Sutono, S.E., M.M, Ph.D

NIDN. 0626017003

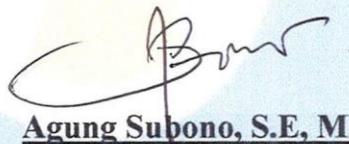
Approved,
Dean

Advisor 2



Dr. Kertati Sumekar, S.E., M.M.

NIDN. 0616077304


Agung Subono, S.E, M.Si

NIDN. 0520017602

MOTTO AND PRESENTATION

MOTTO:

Verily, Allah will not change the condition of a people until they change the condition of themselves.

(QS. Ar Rad:11)

If you start now, you will a lot next year that you don't know now, and that you will not know next year, if you wait.

(William Feather)

1. To my parents, thank you for your prayers, motivation, enthusiasm, sacrifice, advice and love that never stops until now.
2. To my very dear siblings who have provided encouragement, motivation and sacrifices that I cannot repay at this time.

FOREWORD

All praise be to Allah SWT who has bestowed His grace, taufiq and guidance, so that on this occasion the author can complete this thesis. The thesis entitled "**Analysis of the Effect of Work Motivation, Work Environment, and Organizational Culture on Work Productivity with Work Discipline as an Intervening Variable at PT. H-H Perdana Kudus**". This is prepared to fulfill one of the requirements to complete the Bachelor's degree (S1) at the Faculty of Economics and Business, Universitas Muria Kudus.

In preparing this thesis, the author received a lot of guidance and suggestions from various parties, so that the preparation of this thesis could be realized. For that the author expresses his gratitude to :

1. Prof. Dr. Ir. Darsono, M.Si., as the Rector of Universitas Muria Kudus.
2. Dr. Kertati Sumekar, S.E., M.M., as Dean of the Faculty of Economics and Business, Universitas Muria Kudus, who has approved and provided guidance in the discussion and preparation of this thesis.
3. Noor Indah Rahmawati, S.E., M.M., as Head of the Management Study Program, Faculty of Economics and Business, Universitas Muria Kudus, who has approved and provided guidance in the discussion and preparation of this thesis.
4. Sutono, SE, M.M., Ph.D. as the first supervisor who is willing to provide guidance and direction to researcher with full patience from the preparation to complete this thesis.
5. Agung Subono, S.E., M.Si, as Supervisor II who is willing to provide guidance and direction to researcher with full patience from the preparation to complete this thesis.
6. Lecturers at Universitas Muria Kudus, Who have provided assistance and knowledge to the author.

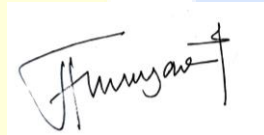
7. Leaders and Employee of PT. H-H Perdana Kudus for granting research permission and providing the cooperation and information the author needs until the research process is complete.
8. Both parents of the author who have provided encouragement and prayers so that the author can complete this thesis.
9. All parties that the author cannot mention one by one who have helped in the preparation of this thesis.

Hopefully, the good deeds mentioned above and also all parties who cannot be mentioned by the author will get multiple rewards in the side of Allah SWT. Aamiin.

Finally, the author realizes that the preparation of this thesis is still far from achieving perfection in the true sense, but the author hopes that this thesis can be useful for the author himself and the readers in general.

Kudus, February 06, 2024

Author



Ulya Kurnisa

NIM. 201911590

ANALYSIS OF THE EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT, AND ORGANIZATIONAL CULTURE ON WORK PRODUCTIVITY WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. H-H PERDANA KUDUS

Ully Kurnisa
NIM. 201911590

Dosen Pembimbing : 1. Sutono, S.E., M.M, Ph.D
2. Agung Subono, S.E, M.Si

UNIVERSITAS MURIA KUDUS
FAKULTAS EKONOMI DAN BISNIS PROGRAM STUDI MANEJEMEN

ABSTRAK

Tujuan penelitian ini adalah menganalisis pengaruh work motivation terhadap work productivity karyawan PT. H-H Perdana Kudus, pengaruh work environment terhadap work productivity karyawan PT. H-H Perdana Kudus, pengaruh organizational culture terhadap work productivity karyawan PT. H-H Perdana Kudus. pengaruh work motivation terhadap work discipline karyawan PT. H-H Perdana Kudus. pengaruh work environment terhadap work discipline karyawan PT. H-H Perdana Kudus. pengaruh organizational culture terhadap work discipline karyawan PT. H-H Perdana Kudus. Dan pengaruh work discipline terhadap work productivity karyawan PT. H-H Perdana Kudus. Pendekatan yang digunakan dalam penelitian ini adalah pendekatan kuantitatif. Sampel adalah 100 karyawan PT. H-H Perdana Kudus dan pengambilam sampel menggunakan teknik purposif sampling. Teknik pengumpulan data yang digunakan dalam penelitian ini adalah kuesioner. Teknik analisis data menggunakan SEM-AMOS. Hasil penelitian ini menunjukkan bahwa work motivation berpengaruh positif namun tidak signifikan terhadap work productivity pada karyawan PT. H-H Perdana Kudus. Work environment tidak berpengaruh terhadap work productivity karyawan PT. H-H Perdana Kudus. Organizational Culture berpengaruh positif namun tidak signifikan. Work motivation berpengaruh positif dan signifikan terhadap work discipline karyawan PT. H-H Perdana Kudus. Work environment berpengaruh positif dan signifikan terhadap work discipline karyawan PT. H-H Perdana Kudus. Organizational Culture berpengaruh positif dan signifikan terhadap work discipline karyawan PT. H-H Perdana Kudus. Work discipline berpengaruh positif dan signifikan terhadap work productivity karyawan PT. H-H Perdana Kudus. Work discipline tidak mampu memediasi hubungan antara variabel work motivation terhadap work produvtivity. Work discipline tidak mampu memediasi hubungan antara variabel work environment terhadap work produvtivity. Work discipline tidak mampu memediasi hubungan antara variabel organizational culture. terhadap work produvtivity.

Kata Kunci: work motivation, work environment, organizational culture, work discipline, work productivity

ANALYSIS OF THE EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT, AND ORGANIZATIONAL CULTURE ON WORK PRODUCTIVITY WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE AT PT. H-H PERDANA KUDUS

Ullya Kurnisa

NIM. 201911590

Advisors : 1. Sutono, S.E., M.M, Ph.D
 2. Agung Subono, S.E, M.Si

UNIVERSITAS MURIA KUDUS

FACULTY ECONOMICS AND BUSINESS MANAGEMENT STUDY PROGRAM

ABSTRACT

The purpose of this study was to analyze the effect of work motivation on work productivity of PT H-H Perdana Kudus employees, the effect of work environment on work productivity of PT H-H Perdana Kudus employees, the effect of organizational culture on work productivity of PT H-H Perdana Kudus employees. the effect of work motivation on work discipline of PT H-H Perdana Kudus employees. the effect of work environment on work discipline of PT H-H Perdana Kudus employees. the effect of organizational culture on work discipline of PT H-H Perdana Kudus employees. And the influence of work discipline on the work productivity of employees of PT. H-H Perdana Kudus. The approach used in this research is a quantitative approach. The sample was 100 employees of PT H-H Perdana Kudus and the sample was taken using purposive sampling technique. The data collection technique used in this study was a questionnaire. Data analysis techniques using SEM-AMOS. The results of this study indicate that work motivation has a positive but insignificant effect on work productivity in employees of PT H-H Perdana Kudus. Work environment has no effect on the work productivity of employees of PT. H-H Perdana Kudus. Organizational Culture has a positive but insignificant effect. Work motivation has a positive and significant effect on work discipline of PT H-H Perdana Kudus employees. Work environment has a positive and significant effect on the work discipline of employees of PT H-H Perdana Kudus. Organizational culture has a positive and significant effect on the work discipline of employees of PT. H-H Perdana Kudus. Work discipline has a positive and significant effect on the work productivity of employees of PT. H-H Perdana Kudus. Work discipline is not able to mediate the relationship between work motivation variables on work productivity. Work discipline is not able to mediate the relationship between work environment variables on work productivity. Work discipline is not able to mediate the relationship between organizational culture variables. to work productivity.

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

TABLE OF CONTENTS

	Page
COVER PAGE.....	i
TITEL PAGE	2
APPROVAL PAGE	3
ENDORSEMENT PAGE.....	4
MOTTO AND PRESENTATION	5
FOREWORD	6
ABSTRAK.....	8
ABSTRACT	9
TABLE OF CONTENTS	10
LIST OF FIGURES.....	14
LIST OF TABLES.....	15
CHAPTER I INTRODUCTION	1
1.1. Background.....	1
1.2. Research Scope	16
1.3. Problem Formulation	16
1.4. Research Purpose	18
1.5. Research Benefits.....	19
CHAPTER II LITERATURE REVIEWS.....	20
2.1. Work Productivity Theory	20
2.1.1. Definition of Work Productivity	20
2.1.2. Factor Influencing of Work Productivity	21
2.1.3. Appraisal Benefits of Work Productivity.....	21
2.1.4. Indicators of Work Productivity.....	22
2.2. Work Discipline Theory.....	23
2.2.1. Definition of Work Discipline.....	23
2.2.2. Factor Influencing of Work Discipline	24
2.2.3. Function of Work Discipline.....	25
2.2.4. Lines of Work Discipline	26
2.2.5. Sanstion for Violations of Work Discipline	27

2.2.6.	Indicators od Work Discipline	28
2.3.	Work Motivation Theory	31
2.3.1.	Definition of Work Motivation	31
2.3.2.	Indicators of Work Motivation.....	32
2.4.	Work Environment Theory	35
2.4.1.	Definition of Work Environment	35
2.4.2.	Type of Work Environment.....	36
2.4.3.	Indicators of Work Environment.....	37
2.5.	Organizational Culture Theory	39
2.5.1.	Definition of Organizational Culture	39
2.5.2.	Characteristics of Organizational Culture.....	40
2.5.3.	Factors Influencing of Organizational Culture	41
2.5.4.	Indicators of Organizational Culture	42
2.6.	Past Research	45
2.7.	Influence Between Variables.....	49
2.7.1.	The Influence of Work Motivation on Work Productivity.....	49
2.7.2.	The Influence of Work Environment on Work Productivity...	49
2.7.3.	The Influence of Organizational Culture on Work Productivity.....	50
2.7.4.	The Influence of Work Motivation on Work Discipline	51
2.7.5.	The Influence of Work Environment on Work Discipline	51
2.7.6.	The Influence of Organizational Culture on Work Discipline	52
2.7.7.	The Influence of Work Discipline on Work Productivity	52
CHAPTER III RESEARCH METHODOLOGY.....		56
3.1.	Research Design.....	56
3.2.	Research Variables and Operational Definition	57
3.2.1.	Exogenous Variable	57
3.2.2.	Endogenous Variable	57
3.3.	Definition of Operational Variable.....	58
3.4.	Data Types and Sources	64
3.4.1.	Data Types	65

3.4.2.	Data Sources	65
3.5.	Population and Sample	66
3.5.1.	Population	66
3.5.2.	Sample	66
3.6.	Sampling Technique.....	67
3.7.	Data Collection	68
3.8.	Instrument Testing.....	69
3.8.1.	Validity Test	69
3.8.2.	Reliability Test	70
3.9.	Data Processing.....	71
3.10.	Data Analysis Technique.....	72
3.10.1.	Descriptive Analysis	72
3.10.2.	Quantitative Analysis.....	72
CHAPTER IV RESULT AND DISCUSSION		81
4.1.	Overview of Research Objects.....	81
4.1.1.	Short History of PT. H-H Perdana Kudus.....	81
4.1.2.	Vision and Mission of PT. H-H Perdana Kudus	82
4.1.3.	Organizational Structure of PT. H-H Perdana Kudus.....	82
4.2.	Data Presentation	83
4.2.1.	Respondent Description.....	83
4.2.2.	Respondents Responses to Research Variables.....	87
4.3.	Data Analysis	92
4.3.1.	Convergent Validity	92
4.3.2.	Construct Reliability Test	93
4.3.3.	Average Variance Extracted Test	94
4.3.4.	Discriminant Validity Test	94
4.4.	SEM Assumption Result (Normality Test)	96
4.5.	Data Analysis	97
4.6.	Confirmatory Analysis	97
4.6.1.	Confirmatory Testing of Exogenous Variables	97
4.6.2.	Confirmatory Testing of Endogenous Variables.....	102

4.6.3.	Full Measurement Analysis	105
4.6.4.	Structural Equation Modeling (SEM) Full Model Analysis .	109
4.7.	Causality Test (Regression Wight).....	110
4.8.	Hypothesis Test	113
4.9.	Intervening Test.....	116
4.10.	Discussion	117
4.10.1.	The Effect of Work Motivation on Work Productivity Employee PT. H-H Perdana Kudus.....	117
4.10.2.	The Effect of Work Environment on Work Productivity Employee PT. H-H Perdana Kudus	118
4.10.3.	The Effect of Organizational Culture on Work Productivity Employee PT. H-H Perdana Kudus	120
4.10.4.	The Effect of Work Motivation on Work Discipline Employee PT. H-H Perdana Kudus.....	121
4.10.5.	The Effect of Work Environment on Work Discipline Employee PT. H-H Perdana Kudus.....	122
4.10.6.	The Effect of Organizational Culture on Work Discipline Employee PT. H-H Perdana Kudus	123
4.10.7.	The Effect of Work Discipline on Work Productivity Employee PT. H-H Perdana Kudus.....	125
4.10.8.	The Effect of Work Motivation on Work Productivity Through Work Discipline as an Intervening Variable	126
4.10.9.	The Effect of Work Environment on Work Productivity Through Work Discipline as an Intervening Variable	126
4.10.10.	The Effect of Organizational Culture on Work Productivity Through Work Discipline as an Intervening Variable.....	127
CHAPTER V CONCLUSIONS AND SUGGESTIONS		129
4.1.	Conclusions.....	129
4.2.	Suggestions	130
PREFERENCE		132
ATTACHMENT		136

LIST OF FIGURES

	Page
Figure 1. 1 Work Productivity Data PT. H-H Perdana (Hotel @HOM Kudus).....	7
Figure 2. 1 Theoretical Framework.....	54
Figure 3. 1 Flowchart with AMOS.....	73
Figure 4. 1 Organizational Structure PT. H-H Perdana Kudus	83
Figure 4.2 Confirmatory Analysis of Exogenous Variables Before Improvement.....	98
Figure 4.3 Confirmatory Analysis of Exogenous Variables After Improvement.....	99
Figure 4. 4 Confirmatory Analysis of Endogenous Variables.....	102
Figure 4.5 Confirmatory Analysis of Full Measurement Before Improvement.....	105
Figure 4. 6 Full Measurement Confirmatory Analysis after improvement	107
Figure 4. 7 Confirmatory Analysis of Full Model After Improvement....	109

LIST OF TABLES

	Page
Tabel 1. 1 Daily Feedback Performance Hotel @HOM kodus PT. H-H Perdana Kudus.....	8
Table 1. 2 Employee Attendance Data PT. H-H Perdana (Hotel @HOM Kudus)	9
Table 1. 3 Employee Status Data PT. H-H Perdana (Hotel @HOM Kudus)	10
Table 1. 4 Work Environment Data PT. H-H Perdana (Hotel @HOM Kudus)	11
Table 1. 5 Employee Assessment Data PT. H-H Perdana (Hotel @HOM Kudus)	13
Table 3. 1 Goodness of Fit Test.....	79
Table 4. 1 Gender	84
Table 4. 2 Respondents Age Distribution.....	84
Table 4. 3 Education Distribution	85
Table 4. 4 Length of Work Distribution	86
Table 4. 5 Variable Description of Work Motivation	87
Table 4. 6 Variable Description of Work Environment	88
Table 4. 7 Variable Description of Organizational Culture	89
Table 4. 8 Variable Description of Work Discipline.....	90
Table 4. 9 Variable Description of Work Productivity	91
Table 4. 10 Convergent Validity Test	92
Table 4. 11 Construct Reliability Test	93
Table 4. 12 Average Variance Extarcted Test	94
Table 4. 13 Discriminant Validity Test.....	95
Table 4. 14 Assessment of Normality	96
Table 4. 15 Evaluation of Goodness Of Fit of Exogenous Variables Before Improvement.....	98
Table 4. 16 Evaluation of Goodness Of Fit of Exogenous Variables After Improvement.....	100

Table 4. 17 Exogenous Confirmatory Factor Analysis	101
Table 4. 18 Evaluation of Goodness Of Fit of Endogenous Variables.....	103
Table 4. 19 Confirmatory Factor Analysis of Endogenous Constructs....	104
Table 4. 20 Evaluation of Goodness Of Fit Full Measurement Before Improvement.....	106
Table 4. 21 Evaluation of Goodness Of Fit Full Measurement after improvement.....	107
Table 4. 22 Full Measurement Confirmatory Factor Analysis.....	108
Table 4. 23 Evaluation of Goodness Of Fit full model after improvement	110
Table 4. 24 Standardized Regression Wight	110
Table 4. 25 Koefisien Determinasi (Squared Multiple Correlation).....	112
Table 4. 26 Hypothesis Test Results.....	113
Table 4. 27 Magnitude of Total Influence	116