

The Influnce of Discipline, Work Stress, and Organizational Culture on Work Productivity at PT Telkom Indonesia Bogor

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ABSTRACT

The purpose of this research is to be able to know the influence of work discipline, work stress and organizational culture on the work productivity of PT Telkom Indonesia Witel Bogor. The population is all employees of PT Telkom Indonesia Witel Bogor with a total of 174 employees. The number of samples used in this study was 64 employees with slovin use. Data processing the dissemination of questionnaires and using quantiative data analysis techniques using the statistical methode partial Least Square (PLS). The test result of this study are, (1) work discipline has significant and positive effect on work productivity, (2) work stress has a significant and negative effect on work productivity, (3) and organizational culture has a significant and positive effect on work productivity of PT Telkom Indonesia Witel Bogor.

Keywords: *organizationa culture, work discipline, work productivity, and work stress.*

INTRODUCTION

Humans are things important as a source of power to move an organization, so it can be called the source of the power of human (HR) is an asset essential as the driving sector in organizations small and large, in organization has a source power of human, namely the employee. A group of employees who are incorporated and formed into an organization for receive the goals or vision and mission of the organization can be achieved.

How to achieved the good manage of Human Resources (HR) is with Human Resources Mangement (HRM) for helping the company to managed with a good and well organized resources. As the organization that have HR, PT Telkom Indonesia Bogor is also part of PT Telkom Indonesia companies that are owned by the government or under the State Owned Enterprises (SOEs) (Telkom, 2020) also requires the management of source power humans are good that the creation of a maximum result of productivity

| Table 1 Number of Employees of PT Telkom Indonesia WITEL Bogor | | |
|--|--------|---------------------|
| NO | Gender | Number of employees |
| 1. | Man | 134 |
| 2. | Woman | 40 |
| | Total | 174 |

Source: PT Telkom Indonesia WITEL Bogor

At the PT Telkom Bogor company with its own employees as many as 174 people, the company is expected to have good output or productivity results, so that goals are achieved, collaboration and directed communication are needed. To obtain these things, an organized human resource management is needed to obtain the best quality human resources. Work results according to standards and maximum employee productivity can be obtained with maximum quality of human resources. According to (Aljabar, 2020, p. 53) that the results of the work produced (output) with the organizational resources used (inputs) are used as a comparison between the inputs and outputs produced.

According to the results of interviews with HR and CDC Managers (MGR HR & CDC) that, productive employees in their work at PT Telkom Bogor have concluded that employees in various units are described and assessed from their performance results, work processes, as well as attendance levels, and cultural practices. corporate organization. In 2020 at that time, where the productivity of their workforce did not increase or decrease in achieving the target. This causes the employee's work productivity to be just there and not running or experiencing traffic jams (no drastic ups and downs).

Thus, one of the factors the effect of the disruption of the productivity of labor of employees Witel Bogor contained in the pattern of discipline of employees in the company started from a list of absences to report the completion of the work that is less than optimal. As the known discipline itself is a thing that is crucial for the company, as according to (Foot et al., 2016, p. 405) defines discipline by means follows that, to be subject to the discipline in accordance with the regulatory agencies, in educating or training discipline, where discipline can reflect bear responsibility are high on the task that was given to be able to achieve the purpose of an organization or individu it. Based on the data enterprise -level discipline the employee is not stable, namely in the year 2020. The low discipline of the employees of PT Telko Bogor can be seen in table 2.

In table 2, it can be seen that from January to December, the percentage of employee absenteeism is seen to fluctuate or be unstable in 2020 and work activities have been divided into work at home or work from home (WFH) and work in the office or work from office (WFO). It can be concluded that the absent data from January to December 2020 shows that there are employees who are absent without explanation repeatedly until they add up to 117 numbers within a year, at a very low attendance rate. which will result in decreased employee productivity.

The factor of influence on the productivity of the stagnant workforce is in their own work, especially in 2020 there is Covid-19 which disrupts employee work and increasing reports that their workload level is increasing and when it is concluded it causes work stress for Witel Bogor employees.

Table 2 Attendance of PT Telkom Indonesia WITEL Bogor 2020

| NO | Month | Number of employees | Day | Absent | | | Employee Attendance Presentation |
|-----|-----------|---------------------|-----|--------|---------------------------|---------------------|----------------------------------|
| | | | | Sick | Description "Permissions" | Without Explanation | |
| 1. | Januari | 174 | 24 | 24 | 2 | 12 | 45% |
| 2. | Februari | 174 | 24 | 10 | 2 | 14 | 67% |
| 3. | Maret | 174 | 23 | 17 | 2 | 9 | 62% |
| 4. | April | 174 | 24 | 15 | 1 | 8 | 72% |
| 5. | Mei | 174 | 20 | 16 | 3 | 6 | 69% |
| 6. | Juni | 174 | 24 | 10 | 5 | 11 | 67% |
| 7. | Juli | 174 | 24 | 19 | 3 | 9 | 56% |
| 8. | Agustus | 174 | 22 | 15 | 7 | 10 | 54% |
| 9. | September | 174 | 25 | 8 | 5 | 8 | 83% |
| 10. | Oktober | 174 | 22 | 6 | 5 | 10 | 83% |
| 11. | November | 174 | 25 | 5 | 8 | 11 | 73% |
| 12. | Desember | 174 | 21 | 23 | 15 | 9 | 37% |

Source: PT Telkom Indonesia WITEL Bogor

Meanwhile, according to (Badu & Djafri, 2017, p. 92) that the development of individual adaptability can have a bad impact and be disrupted if work stress increases or is excessive than it should be. With the conditions of the WFH and WFO adaptation programs, in line with the results of interviews with MGR HR & CDC that the company has pressure on Telkom Bogor employees, such as fear and anxiety from both employees and the public about being infected with the virus, and the difficulty of adapting the WFH work program. Work stress resulting from WFH and WFO adaptation activities for employees can be proven in the results of the employee performance assessment of Telkom Bogor which aims to find out how well the job completion and employee performance are.

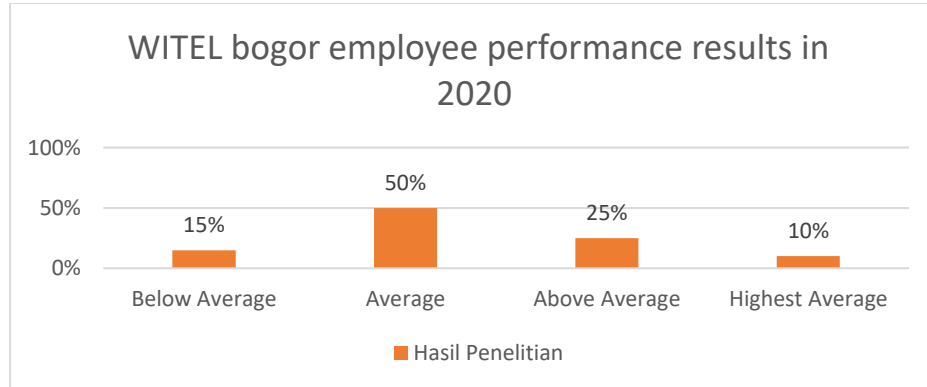


Figure 1 Graphics Performance Employees Witel's Bogor Year 2020 (Number Entire Employee)

Source: PT Telkom Indonesia WITEL Bogor

Based on the graph above, it can be seen that the results of the assessment of 174 employees located in Telkom Bogor show that 15% of employees earn below average in performance appraisals, while there are 50% more employees who get an average rating, while there are 25% of employees who get an Above Average rating, and there are 10% of employees who get the Highest Average, where this assessment is an assessment that exceeds the target or is perfect for employees. The assessment data is a major concern because as many as 50% received an average and measurable rating that did not experience an increase, while only 10% for the highest average of the number of employees at Telkom Bogor. If it is not improved and allowed to continue, the work productivity of Telkom Bogor will not increase and is not good for the stability of the company.

It can be explained in the data above that the work productivity of Telkom Bogor employees has not been stable and has not reached the optimal target point and has not increased output optimally. As shown in proving that optimizing productivity is not an easy thing for employees, the high demands of work cause high levels of stress for these employees as well. Another influence of

work productivity is the company's organizational culture on the employee's work environment. Where according to him, organizational culture is the hallmark and principles of the company.

Organizational culture itself is an impact in the work environment that has a major influence on the habits and values of these employees in their workplace, as stated by Sivatte et al in (de Sivatte et al., 2015, p. 886) explaining that work culture in organizational life is One of the ways organizations can informally support work-life balance in an organization, Sivatte also explains that the maximum organizational culture can be, is where employees motivate and support each other in terms of work and non-work.

As stated by Lako in (Adamy, 2016, p. 32) that, in order for organizational culture to be effective, it is necessary to have at least two characteristics, namely the first is strong, meaning that culture functions as a strong binder for members of the organization, the second is dynamic and adaptive. Namely being able to deal with drastic environmental changes and developments in a more responsive and flexible manner. To be able to become a productive employee, there is a key to being able to achieve it, namely by having a supportive environment and culture and having principles or slogans.

The organizational culture that is the hallmark as well as the principle of the Bogor Telkom Company according to interviews with HR & CDC Managers is where employees apply the slogan "Akhlak" which means Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative owned by PT Telkom Indonesia. The company's slogan aims to improve the quality, effectiveness and efficiency of work in achieving an organizational goal and to create a good image for the company. However, when the task level is high and there are internal problems employees, as well as being overwhelmed with the level of fatigue at work, especially if there is overtime work that can cause employee productivity to decrease. According to her, there are still many employees who miss work evaluation sessions that should be done before work hours, in this case to improve and increase their work productivity.

So that is the case, there are previous studies that have been carried out on variables of discipline, stress, work, and organizational culture by (de Sivatte et al., 2015; Farisi et al., 2020; Kuswibow, 2020; Lucia et al., 2015; Safitri & Gilang, 2019; Singh, 2019). The aim of this research is:

1. to find out and prove the effect of work discipline on work productivity of PT Telkom Bogor
2. To find out and prove the effect of work stress on work productivity of PT Telkom Bogor
3. To find out and prove the influence of organizational culture on work productivity of PT Telkom Bogor

LITERATURE REVIEW

Management Human Resources

There are many once an explanation regarding the source of the power of human (HR), one of them according to (Masram & Mu'ah, 2015, p. 82) that when an ability that is obtained from the power thought and physical that is owned by an individual, where the behavior and nature influenced by environment and heredity, while the achievement of work in motivation by the desire for satisfaction can be referred to as a source of power human.

HR process can be ensured to run well and in accordance with the purpose of the company, it is required of Management for Human Resources (HRM) in the management of human resources to assist the human resources in the company that can achieve the purpose of an organization. As according to (Sisca et al., 2020, p. 3) where the management of human resources is an art or science in managing the role and relationship of human resources aimed so that employees can carry out their work with maximum and utilized in optimal to support the achievement of the purpose of the organization. In line according to (Dessler, 2020, p. 2) namely that the process ranging from training to provide compensation, as well as the attention to all the things about the employees ranging from the relationship work until justice will be the rights and obligations of the employees is a duty or function of HRM

Work Productivity

The purpose of the organization is to obtain an output or outcome that is satisfactory to the input that is best where the process itself requires a source of power of man that the right to obtain the achievement of the company mentioned. As according to the book (Aljabar, 2020, hlm. 53) that the results of labor (output) and the source of power organization that is used (Input) is a ratio that can be measured where the input which is produced can affect the output of it 's own. So, work productivity is needed to be measured in line with the explanation according to Schermerharn in

(Busro, 2018, hlm. 340) which is the result of a performance measurement or work result and involves calculating the resources to be used.

Accordingly it is also according to explanation Hanaysha in (Purnami & Utama, 2019, vol. 8) that if an increase in the productivity of labor on employees is one of the objectives of the organization where the evidence to see productive or whether or not an organization, where their earning that high then can describe the level effective and efficient work of employees.

There are factors that affect work productivity according to (Rachman, 2016, hlm. 62) that work productivity has two factors that can affect it directly, namely:

1. Situational Factors

Where this factor affects the interaction of the individual to an environment. In the situational factors, namely the social environment, the physical environment, there is supervision, training, organizational character, design, conditions, equipment, and work methods.

2. Individual Factor

Different factors come from the individual that makes the individual unique and from others. Part of the individual factors, namely the nature, personal character, physical, interests, motivation, gender, education level, experience, and other personality variables.

Indicators of labor productivity according to (Sutrisno, 2016, hlm. 104) include: Ability, increasing the results achieved, developing self, quality and indicators of labor productivity according to (Sisca et al., 2020) are responsible and positive contributions.

Discipline

As we know that every company and organization must have discipline as quoted by Mondy in (Mondy & Martocchio, 2016, p. 340) that is where work discipline is a state of employees to be assessed the extent to which they can succeed to cooperate in an organization, judging by the self-control and orderly behavior of employees.

In line with (Dessler, 2020, p. 468) where the discipline aims to be able to give encouragement to employees to be wise to the rules. Discipline is necessary when employees break the rules. While according to. (Rialmi & Asmalah, 2020, p. 90) something that is beneficial for the benefit of the company or its employees to be successful, namely by paying attention to discipline and discipline in workin. A work discipline certainly has models of work discipline that are used to be a reference for the optimal application of discipline as stated according to (Snell & Morris, 2019, p. 469) showing that there are models that need to be considered, namely:

1. Progressive discipline is the application of corrective action by increasing degrees and can give employees the motivation to correct their mistakes without being forced it is a design of the progressive discipline itself.
2. Positive discipline is based on employees being able to assume individual responsibility for the behavior, performance, and career development of employees themselves. Positive discipline requires a working environment where employees and supervisors engage in joint discussions to agree on the issue.

Indicators of work discipline that are stated according to (Afandi, 2016, p. 10) what can be done by employees are, entering work on time, effective use of time, complying with applicable regulations, and indicators on work discipline according to (Mejia et al., 2012, p. 483) are, jobs Design, job descriptions and work plans.

Work Stress

Work stress has various definitions such as the definition put forward according to (SELYE, 2014. p. 14) Stress is part of the daily human experience, but is associated with a wide variety of fundamentally different problems, such as emotional arousal, mental or physical effort, or even with the kind of unexpected success that requires a person to reformulate his or her lifestyle.

Work stress can also be interpreted according to (Vanchapo, 2020, p. 37) an individual state when experiencing emotional arising due to workload that is not in accordance with the individual's ability to deal with work stress. Stress is also something that can have both positive and negative effects. Stress work with a positive influence can be personal motivation to work harder and increase inspiration through changes in perception in an individual and know employees to have achievements and work more optimally.

Based on the reaction to a stressful situation, it can be fairly that stress can cause a reaction depending on (Bhan et al., 2013, p. 29) the problem and the type of person, there are two types of people mentioned and explained according to among others:

1. Type A

In type A certain personality traits can make us more susceptible to stress. Type A tends to be more competitive, more impatient, has the urgency of time. Type A personality is associated with time urgency, aggressiveness, hostility, and competitiveness.

2. Type B

A more relaxed Type B personality, with Type B personality and related traits can affect a person's achievements in the work arena and his or her proximity to various health issues, type B is a personality that is low on these traits.

Generally most people are between two types, some leaning more towards one type, than the other.

Stress indicators themselves to be able to measure stress that occurs in workers as stated by (Robbins & Judge, 2017. p. 662) the following are indicators of stress, task demand, role demand, interpersonal demands, organizational structure, and indicators of work stress according to (Umama, 2019) is, job insecurity.

Organizational Culture

Organizations if they want to be balanced and comfortable and organized definitely need an organizational culture for the organization's life balance, as Sivatte et al put it in (de Sivatte et al., 2015, p. 886) explaining that work culture in organizational life is one way for organizations to informally support employee work-life balance. Organizational culture is also one of the major influences on the success of the organization through the habits of employees in the organization.

While according to Lako in (Adamy, 2016, p. 32) that in order for organizational culture to be more effective with at least two traits is the first strong, meaning the culture serves as a strong binder of organizational members, the second is dynamic and adaptive, which can face drastic changes and environmental developments with more responsive and flexible. To be able to become a productive employee there is a key to be able to achieve that is by having a supportive environment and culture.

In organizations we can see from various cultural perspectives as described according to (Champoux, 2017, p. 76) where we can see the culture of the organization from three perspectives.

1. The first perspective if the culture in the organization consists of various shared values and is derived from various opinions among individuals in the organization.
2. On a second perspective it has different behaviors and beliefs and is formed in a culture in the organization.
3. The third perspective is that ambiguity in a culture in the organization prevents a broad agreement on various values and opinions.

Each perspective allows looking at the culture of the organization from a different point of view, suggesting what to look for, when examining a culture. You will better understand the culture of the organization if you use perspectives together.

Indicators or characteristics of how organizational culture is formed as described by (Robbins & Judge, 2017. p. 565), Innovation, organization orientation, stability and indicators of organizational culture by (Afandi, 2016, p. 83). that is, the implementation of norms, and the implementation of values.

METHODS

This research is a quantitative study, has a population of all employees of PT Telkom Bogor as many as 174 employees. With the use of the slovin formula method to obtain samples in employees, 64 employees were obtained as samples in this study. Researchers selected "permanent" employees as criteria in the company's research. Data analysis techniques with descriptive analysis as well as validity tests and reliability tests, as well as testing on this study are assisted by SmartPLS (Partial Least Square) and hypothesis tests used in this study, namely partial T test and cophsien determent test (R square).

FINDINGS

Descriptive Analysis

Descriptive analysis based on *the outer loading output* of respondents' answers to research statements using the loading *factor* values of each indicator submitted to describe the perception of all respondents based on the theory in (Hair et al., 2020):

Table 3 Interpretation of Loading Factor

| Loading factor | Interpretation |
|----------------|----------------|
| 0,70 – 1,00 | Very High |
| 0,40 – 0,70 | High |
| 0,20 – 0,40 | Low |
| 0,00 – 0,20 | Very Low |

Inferential Analysis

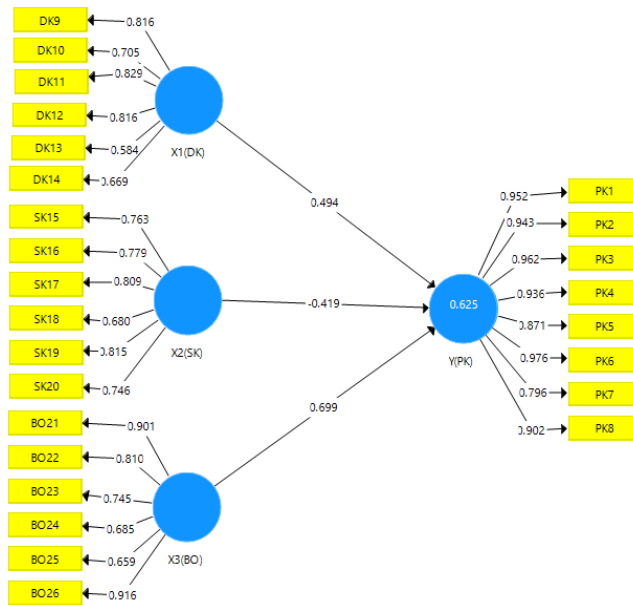


Figure 2 Outer Model

To measure convergent validity can be seen with a reflective indicator, it's an indicator that can be considered valid if it has a correlation above the value of 0.7. However, with the theory put forward by Ghazali argues that with scala loading 0.5 - 0.6 is still acceptable and can be considered sufficient in other words the item is declared valid. Based on this definition, each instrument statement on the (Ghozali, 2014, p. 40) indicators of variables of work productivity, work discipline, work stress, and organizational culture is not found constraints on each indicator because it has a value above 0.50 which means it qualifies as a valid indicator as described by Ghazali. Then it can be concluded that the measurement model (outer model) has been declared successful and can then be done further data testing or further research on the validity test, reliability, R square and hypothesis test i.e. partial T test.

Validity Test

The discriminant validity test was conducted to measure how precise and accurate the variables in the study were. Where in the output of SmartPLS 3.0 obtained fornell Lacker Criterium value and AVE value, both tables are used to be able to convince that the variables in this study are valid.

| Table 4. Fornell-Lacker Criterium | | | | |
|-----------------------------------|-----------------|------------------|-----------------------------|-----------------------|
| | Discipline (X1) | Work Stress (X2) | Organizational Culture (X3) | Work Productivity (Y) |
| Discipline(X1) | 0.742 | | | |
| Work Stress (X2) | 0.829 | 0.767 | | |
| Organizational Culture (X3) | 0.794 | 0.837 | 0.792 | |
| Work Productivity (Y) | 0.703 | 0.575 | 0.742 | 0.919 |

Based on the table above it is seen that the discriminant validity test through the Fornell-Lacker Criterium table can be concluded that measurements with discriminant validity tests on variables of work productivity, work discipline, work stress, and organizational culture are valid and have met the discriminant validity test. As stated by (Ghozali, 2014, p. 40). Another method is to look at the square root of Average Variance Extracted (AVE). The recommended value is above 0.5. Where the output of SmartPLS 3.0 is obtained AVE value in each indicator as follows:

| Table 5. Average Variance Extracted (AVE) | |
|---|----------------------------------|
| | Average Variance Extracted (AVE) |
| Discipline (X1) | 0,551 |
| Work Stress (X2) | 0,588 |
| Organizational Culture (X3) | 0,628 |
| Work Productivity (Y) | 0,844 |

Based on the table above that discriminant validity through AVE can be concluded that measurements with discriminant validity tests with AVE methods on variables of work productivity, work discipline, work stress, and organizational culture can be said to be good and have met the discriminant validity test, as described by Ghozali above.

Reliability Test

Reliability tests in this study were conducted to measure the extent of the reliability of a study. Where this reliability test can be seen from the output results of SmartPLS 3.0 obtained composite reliability (CR) values in each construct variable as follows:

| Table 6. Composite Reliability (CR) | |
|-------------------------------------|-----------------------|
| | Composite Reliability |
| Discipline (X1) | 0.879 |
| Work Stress (X2) | 0.895 |
| Organizational Culture (X3) | 0.909 |
| Work Productivity (Y) | 0.977 |

In the table above shows that the value for composite reliability in all constructs is > 0.7 which indicates that all constructs on the model that have been estimated meet the criteria as described by. This shows that all the variables in this study are reliable to each construct, namely work productivity, work discipline, work stress, and organizational culture. In addition to using (Ghozali, 2014, p. 41) Composite Reliability, there are also reliability test calculations through Croancbach Alpha values such as the following:

Table 7. *Cronbach Alpha*

| | Cronbach Alpha |
|-----------------------------|----------------|
| Discipline (X1) | 0.843 |
| Work Stress (X2) | 0.869 |
| Organizational Culture (X3) | 0.878 |
| Work Productivity (Y) | 0.973 |

The recommended value in *Cronbach Alpha* is > 0.7 as described by and in the table above indicates that the (Ghozali, 2014, p. 41) *Cronbach Alpha* value for all constructs is above 0.7 this indicates that all variables are reliable and highly reliable to each construct.

Determination Coefficient Test (R^2)

The coefficient of determination (R-Square) is used to measure how far the model's ability to explain the variation in dependent variables in this study is the result of (Ghozali, 2014, p. 97) SmartPLS 3.0 output:

Table 8. *R-Square*

| | R Square | Adjusted R Square |
|-----------------------|----------|-------------------|
| Work Productivity (Y) | 0.625 | 0.606 |

Based on the data in the table above it can be found that influence by Work Discipline, Work Stress, and Organizational Culture contributed to Work Productivity by 0.625 or 62.5% while the remaining 37.5% was influenced by other variables not included in the study.

Hypothesis Test

Basically the statistical test has the goal of seeing the extent to which independent variables are able to explain dependent variables. This test is used to determine the influence of work discipline (X1), work stress (X2), and organizational culture (X3) on work productivity (Y) whether significant or insignificant. Based on the results of data processing for statistical test t (test t), the following results are obtained:

Table 9. Uji Statistik t

| | Original Sample (O) | T (O/STDEV) | Statistics | P Values |
|--|------------------------|------------------|------------|----------|
| Discipline (X1) -> Work Productivity (Y) | 0,494 | 3,118 | | 0,002 |
| Work Stress (X2) -> Work Productivity (Y) | -0,419 | 2,193 | | 0,029 |
| Organizational Culture (X3) -> Work Productivity (Y) | 0,699 | 3,881 | | 0,000 |

The table used in this study is 1,671 obtained from the formula $df = N - k$ or $df = 64 - 4 = 60$, with a degree of trust or truth level of 95% or alpha of 0.05. Based on the table above it can be seen that the results of testing on work discipline variables to work productivity have a positive relationship, this is indicated by the original sample value or correlation value of 0.494. If viewed from the results of the processing of statistical tests t shows $t_{\text{calculated}} 3,118 > t_{\text{table}} 1.671$ then it can be interpreted that the variables of work discipline have an influence on work productivity. In line with significant values (P Value) of $0.002 < 0.05$ which indicates that work discipline variables have an effect and significant on work productivity.

Test results on the variable of work stress to work productivity have a negative relationship, this is indicated by the original sample value or correlation value of -0.419. If viewed from the results of the processing of statistical tests t shows $t_{\text{calculated}} 2,193 > t_{\text{table}} 1.671$ then it can be interpreted that the variable of work stress has an influence on work productivity. In line with the significant

value (P Values) of $0.029 < 0.05$ which shows that the variable of work stress has an effect and significant on work productivity.

Test results on organizational culture variables on work productivity have a positive relationship, this is indicated by the original sample value or correlation value of 0.699. If viewed from the results of the processing of statistical tests t shows $t_{\text{calculated}} 3,881 > t_{\text{table}} 1.671$ then it can be interpreted that organizational culture variables have an influence on work productivity. In line with significant values (P Values) of $0.000 < 0.05$ which indicates that organizational culture variables are influential and significant to work productivity.

DISCUSSION

From the results of research that researchers have done on the influence of work discipline, work stress, and organizational culture on the work productivity of PT Telkom Bogor employees using the Partial Least Square (PLS) method and by using SmartPLS 3.0 software, the following results were obtained:

1. Work Discipline Testing Affects The Work Productivity of Employees of PT Telkom Indonesia Witel Bogor (H1)

Based on the results of research that showed that the results of hypothesis 1 (H1) testing showed that the work discipline variable to work productivity had a strong and positive relationship, this was indicated by the original sample value or correlation value of 0.494. From the results of the processing of statistical tests t showed that the value of $t_{\text{calculated}} 3.118 > t_{\text{table}} 1.671$ and in line with the significant value (P Values) of $0.002 < 0.05$ then, can be taken H_0 's decision rejected and H_a accepted or in other words can be interpreted that the variables of work discipline affect and significant to work productivity. This can also be seen with the answer from the respondent's statement that the majority agreed to "comply with company regulations and wear uniforms and identification in accordance with company regulations", in accordance with the highest statement result of 0.829, although there was the lowest statement result from the majority of respondents of 0.584 for the statement "find it difficult to get the job done". So, it can be said if work discipline affects the results of employee work because it is not enough for employees if only comply with the rules but less in being responsible for completing their work because after all the input of employee work is very influential on the sustainability of the company. These results are in line with the hypothesis at the beginning of this study and the results of this study in accordance with research conducted by (Kuswibow, 2020), namely finding the results that work discipline has a strong influence on work productivity.

2. Work Stress Testing Affects The Work Productivity of Employees of PT Telkom Indonesia Witel Bogor (H2)

Based on this study shows that the results of hypothesis testing (H2) show that the variable of work stress to purchasing decisions has a weak and negative relationship, this is indicated by the original sample value or correlation value of -0.419. From the results of the processing of the statistical test t shows that the value of $t_{\text{calculated}} 2,193 > t_{\text{table}} 1.671$ and in line with the significant value (P Values) of $0.029 < 0.05$. So, it can be taken H_0 decision rejected and H_a accepted or in other words can be interpreted that the variable of work stress has an effect and significant on work productivity.

This was also supported by the response of the respondent's statement that the majority agreed that having "problems in dissent that cause personal problems to other employees". In accordance with the found value of 0.815 and had the lowest result of 0.680 with the respondent's statement of "competition between employees that is high enough to cause a feeling that the success of other employees is a threat".

Thus, it can be interpreted that in the pandemic period with the division of Work from home (WFH) and Work From Office (WFO) and adaptation and high tasks or workloads still affect employees to work competitively with each other and with the WFH and WFO certainly trigger conflicts of opinion between employees. These results are in line with the hypothesis at the beginning of this study. The results of this study are in accordance with research conducted by. (Safitri & Gilang, 2019), namely work stress has a negative relationship and has a significant effect on employee work productivity.

3. Organizational Culture Testing Affects The Work Productivity of Employees of PT Telkom Indonesia Witel Bogor (H3)

Based on this study shows that the results of hypothesis 3 (H3) testing show that organizational culture variables to work productivity have a strong and positive relationship, this is indicated by the original sample value or correlation value of 0.699. From the results of the processing of the statistical test t showed that the value $t_{\text{calculated}} 3,881 < t_{\text{table}} 1.671$ and also in line with the significant value (P Values) of $0.000 > 0.05$. So, it can be taken H_0 decision rejected and H_a accepted or in other words can be interpreted that the cultural variables of the organization are influential and significant to the productivity of work.

This can also be seen with the answer from the statement of respondents who the majority agreed to "understand and live about the objectives and principles of the company's AKHLAK (Trust, Competent, Harmonious, Loyal, Adaptive, and Collaborative) statement to achieve the company's vision, mission, and objectives to improve the company's performance" with a value of 0.916 and get respondents' results with a low value of 0.659 in the statement "giving tolerance to other employees to be able to innovate freely in advancing the company". In other words, the employees agree and quite understand in carrying out the cultural principles of the organization called AKHLAK owned by PT Telkom Indonesia. So as to form a family that is also in accordance with the principles of employees and can provide tolerance to innovate with each other to advance the company and improve the work of employees. With a sense of togetherness, tolerance, and family in it, it can support good cooperation between employees which will then increase employee work results or can increase employee productivity. These results are in line with the hypothesis at the beginning of this study. The results of this study are in line with research conducted by (Singh, 2019) producing an organizational culture that has a positive and significant effect on work productivity.

CONCLUSION

Summary

Based on research tests that have been conducted using SmartPLS 3.0 and have obtained discussions and results of analysis, thus as follows are all the conclusions of the discussion that have been discussed:

1. Work discipline has a significant and positive effect on work productivity. Evident from the results of the hypothesis test calculated $t > t_{table}$ of $3,118 > 1,671$ with P values smaller than the error rate of $0.002 < 0.05$ and the original sample of 0.494 which means a significant and positive effect. So that it has been in accordance with company regulations, however, employees also experience difficulties during the pandemic in 2020 in completing their work to the maximum, so that the work productivity of employees becomes disrupted.
2. Work stress has a significant and negative effect on work productivity. This is evidenced by the results of the calculation of $t > t_{table}$ of $2,193 > 1,671$ with P values smaller than the error rate of $0.029 < 0.05$ and the original sample of -0.419 which means a significant and negative effect. So it can be seen from the work stress experienced by employees of PT Telkom Indonesia Witel Bogor has a positive level of stress but tends to be negative. This can be seen with employees who have strong competition, so it can affect their own work productivity. Thus, it can be interpreted that the adaptation of WFH and WFO and high workloads influence employees to work competitively with each other, thus triggering conflicts of disagreement between employees.
3. Organizational culture has a significant and positive effect on work productivity. Evident from the calculation of $t > t_{table}$ of $3,881 > 1,671$ with P Values smaller than the error rate of $0.000 < 0.05$ and original sample of 0.699 which means a significant and positive effect. So that the employees are quite understanding in carrying out the principles of organizational culture called AKHLAK owned by the company. This can strengthen family in the company and the environment and organizational culture that can make the work atmosphere can get a sense of comfort, security, and calm at work even during this pandemic.

Suggestions

In accordance with the conclusions of the results of the study that have been explained, thus the advice from researchers that can be conveyed to the company is:

1. Researchers can provide advice to PT Telkom Indonesia Witel Bogor based on the results of conclusions related to work discipline problems in this company to be able to pay more attention to discipline and the way employees in completing their work, the company can also help by providing training and education to understand and learn in completing work with various levels of difficulty. And the company should also maintain the compliance of employees in complying with and complying with company regulations.
2. Researchers can give advice to PT Telkom Indonesia Witel Bogor based on the results of conclusions related to work stress problems in this company to pay more attention to the extent of stress experienced by its employees, in this case high employee competition, which provides a high or inappropriate workload can trigger competition and problems of differences of opinion between employees. Workload can be provided sufficiently and also in accordance with the employee's position. And companies can also pay attention to the level of competition of employees with each other by focusing more on cooperation and providing appropriate incentives, the company can also help employees who have personal problems between fellow employees with counseling through HR.

3. Researchers can provide advice to PT Telkom Indonesia Witel Bogor based on the results of conclusions related to organizational cultural issues in this company to better maintain the sense of togetherness, tolerance and family that already exists in the company, with the continued warmth of the sense of togetherness and family, and still maintain employees to live the principle of AKHLAK as a reference for organizational culture in this company.
4. Advice for the next researcher who will conduct the research, hopefully can add and modify with other variables. This is in order to produce more innovative research and for the perfection of future research. In addition, in future studies from other researchers can make variations with other methods to collect and process data that allow it to have different and more interesting results.

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