

The Influence of Training, Work Discipline, and Organizational Culture on Employee Productivity at PT Golden Communication Batam Region

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The underlying phenomenon of this research is the fluctuation of productivity targets and the need to improve the quality of human resources to face competition in the telecommunications industry. The research method used was a quantitative approach, with data collection techniques through distributing questionnaires to 60 respondents, employees of PT. Golden Communication, Batam Region. Data analysis techniques used multiple linear regression analysis, classical assumption tests, and hypothesis testing (t-tests and F-tests) using SPSS software. The results of the study partially indicate that the Training variable has a positive and significant effect on Employee Productivity with a calculated t-value of 4.790. The Work Discipline variable has a positive and significant effect on Employee Productivity with a calculated t-value of 2.685. The Organizational Culture variable also has a positive and significant effect on Employee Productivity with a calculated t-value of 2.281. Simultaneously (together), these three variables significantly influence productivity, with an F-value of 14.649. The coefficient of determination (Rsquare) of 0.440 indicates that training, work discipline, and organizational culture contribute 44% to employee productivity, while the remaining 56% is influenced by other factors not examined in this study.

Keywords: Training, Work Discipline, Organizational Culture, Employee Productivity.

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1. Introduction

The success of an organization in achieving its objectives is greatly influenced by the quality of human resources (HR) as the main driving force of company activities (Aditya & Deviastri, 2024). One of the important indicators in assessing HR effectiveness is employee productivity, which refers to employees' ability to produce work effectively and efficiently in accordance with company standards (Harinto, 2024). In the era of intense business competition and rapid technological development, companies are required to have human resource management systems capable of improving employee competence, discipline, and work behavior in order to maintain optimal productivity (Fadli, 2024).

Various previous studies have shown that training, work discipline, and organizational culture positively influence employee productivity. Training plays a role in improving employees' technical abilities, knowledge, and work skills (Tambunan, 2023). Work discipline reflects compliance with company regulations and work responsibilities, while organizational culture serves as a behavioral guideline that encourages cooperation, innovation, and result-oriented performance (Sari, 2026).

PT. Golden Communication, as a company engaged in the telecommunications service sector, requires productive and adaptive human resources capable of responding to technological developments and customer demands (Audina & Aswan, 2023; Basriani, 2023). However, based on preliminary observations and internal company data, employee productivity was considered not yet optimal. This condition can be seen from the fluctuation in the number of employees as well as the decline in training, work discipline,

organizational culture, and employee productivity scores in 2023. The following is the preliminary data of PT. Golden Communication regarding the number of employees and the decline in productivity:

Table 1. Preliminary Company Data

Year	Number of Employees	Description
2022	56	Initial employee data in 2022
2023	51	Decrease in the number of employees
2024	58	Increase in the number of employees

Source: Processed from the company’s internal data, 2024

Based on company data from 2022 to 2024, the number of employees fluctuated, namely 56 employees in 2022, decreasing to 51 employees in 2023, and increasing again to 58 employees in 2024. This condition reflects workforce dynamics that potentially affect productivity and the achievement of company targets. In line with this, Table 2 presents preliminary company data covering various key performance indicators, such as training, work discipline, organizational culture, employee productivity, and the percentage of target realization. The data provide a general overview of the development and internal condition of the company from year to year, which can be used as a basis for analyzing performance trends and identifying improvements or declines in each aspect of company activities.

Table 2. Performance Trends of PT. Golden Communication

Year	Training	Work Discipline	Organizational Culture	Employee Productivity	Total Realization
2022	68	70	72	69	69.75%
2023	60	63	65	61	62.25%
2024	64	66	67	65	65.50%

Source: Processed from the company’s internal data, 2024

Based on Table 2, Table 3 was developed. This table presents the employee performance index descriptions according to the assessment range.

Table 3. Company Index Score Range

Score Range	Grade
85–100	A
80–84	A-
75–79	B+
70–74	B
65–69	B-
60–64	C+

Source: Processed from the company’s internal data, 2024

Company data indicate that employee productivity decreased from an index score of 69 in 2022 to 61 in 2023, then increased again to 65 in 2024. This decline was in line with the decrease in training, work discipline, and organizational culture scores, as well as the low realization of company targets. These conditions indicate that instability in training, work discipline, and organizational culture potentially affects employee productivity at PT. Golden Communication. Therefore, this study was conducted to analyze the influence of training, work discipline, and organizational culture on employee productivity, both simultaneously and partially. The results of this study are expected to serve as a basis for the company in improving the quality of human resources and achieving company targets optimally.

2. Method

This study employed a quantitative approach using a survey method to analyze the influence of job training, work discipline, and organizational culture on employee productivity at PT. Golden Communication. The research was conducted at Komplek Ruko Mall Nagoya Hill Blok R3 No. J36-37, Nagoya, Lubuk Baja, Batam City, Riau Islands. The research location was selected through purposive sampling because the company was considered relevant to the objectives of the study. The population of this study consisted of all employees of PT. Golden Communication, totaling 60 employees. The sampling technique used was saturated sampling, meaning that all members of the population were included as research samples.

Data collection was carried out through the distribution of questionnaires prepared based on the indicators of the research variables, namely job training, work discipline, organizational culture, and employee productivity. The study was conducted over a six-month period, from November 2025 to March 2026, covering the stages of preparing research instruments, testing the validity and reliability of the questionnaires, collecting data, processing data, analyzing data, and preparing the research report. The collected data were analyzed using statistical methods to examine the relationships and influences among the variables in this study (Sugiyono, 2018).

3. Results And Discussion

Research Questionnaire Testing

Validity Test

Table 4. Results of the Research Instrument Validity Test

Research Variable	Statement Item	Validity Test Results Sig.	r-table r-count	Description
Training (X1)	Statement 1	< .001	0.706	0.254
	Statement 2	< .001	0.654	0.254
	Statement 3	< .001	0.738	0.254
	Statement 4	< .001	0.779	0.254
	Statement 5	< .001	0.664	0.254
	Statement 6	< .001	0.755	0.254
	Statement 7	< .001	0.760	0.254
	Statement 8	< .001	0.778	0.254
	Statement 9	< .001	0.640	0.254
	Statement 10	< .001	0.781	0.254
Work Discipline (X2)	Statement 1	< .001	0.807	0.254
	Statement 2	< .001	0.877	0.254
	Statement 3	< .001	0.789	0.254
	Statement 4	< .001	0.832	0.254
	Statement 5	< .001	0.852	0.254
	Statement 6	< .001	0.658	0.254
	Statement 7	< .001	0.769	0.254
	Statement 8	< .001	0.757	0.254
	Statement 9	< .001	0.792	0.254
	Statement 10	< .001	0.795	0.254
Organizational Culture (X3)	Statement 1	< .001	0.600	0.254
	Statement 2	< .001	0.573	0.254

Research Variable	Statement Item	Validity Test Results Sig.	r-table r-count	Description
Employee Productivity (Y)	Statement 3	< .001	0.714	0.254
	Statement 4	< .001	0.656	0.254
	Statement 5	< .001	0.653	0.254
	Statement 6	< .001	0.618	0.254
	Statement 7	< .001	0.635	0.254
	Statement 8	< .001	0.710	0.254
	Statement 9	< .001	0.680	0.254
	Statement 10	< .001	0.738	0.254
	Statement 1	< .001	0.701	0.254
	Statement 2	< .001	0.714	0.254
	Statement 3	< .001	0.774	0.254
	Statement 4	< .001	0.778	0.254
	Statement 5	< .001	0.779	0.254
	Statement 6	< .001	0.733	0.254
	Statement 7	< .001	0.775	0.254
	Statement 8	< .001	0.722	0.254
	Statement 9	< .001	0.568	0.254
	Statement 10	< .001	0.670	0.254

Based on the results of the validity test for the variables of job training (X1), work discipline (X2), organizational culture (X3), and employee productivity (Y), all statement items were declared valid. This is indicated by the r-count value of each item being greater than the r-table value of 0.254, and all significance values being below 0.05. Therefore, all statement items in the questionnaire are considered capable of accurately measuring the variables studied and are consistent with the research constructs. Consequently, all research instrument items are feasible to use and can proceed to the next stage of analysis.

Reliability Test

Table 5. Results of the Research Instrument Reliability Test

Variable	Cronbach's Alpha	Minimum Standard	Description
Training (X1)	0.900	0.7	Reliable
Work Discipline (X2)	0.934	0.7	Reliable
Organizational Culture (X3)	0.854	0.7	Reliable
Employee Productivity (Y)	0.910	0.7	Reliable

Based on Table 5, all variables in this study are declared reliable because they have Cronbach's Alpha values above the minimum standard of 0.70. The training variable obtained a value of 0.900, work discipline 0.934, organizational culture 0.854, and employee productivity 0.910. These values indicate that the research instrument has a high level of internal consistency, meaning that respondents' answers to the statement items are considered stable and trustworthy as a research measurement tool.

Classical Assumption Test

Normality Test

The normality test in this study was conducted to determine whether the data on the variables were normally distributed or not. The normality test was performed using the SPSS program through the Kolmogorov-Smirnov test. Data are considered normally distributed if the significance value is greater than 0.05.

Table 6. Results of the Normality Test

Description	Value
N	60
Mean	.0000000
Std. Deviation	3.91057843
Most Extreme Differences (Absolute)	.088
Most Extreme Differences (Positive)	.088
Most Extreme Differences (Negative)	-.055
Test Statistic	.088
Asymp. Sig. (2-tailed)	.200

Based on Table 6, the results of the normality test indicate that the residual data are normally distributed. This can be seen from the Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, the regression model in this study has fulfilled the normality assumption, allowing the regression analysis to proceed.

Multicollinearity Test

The multicollinearity test aims to identify whether there are deviations from the classical assumption of multicollinearity, namely the existence of linear relationships among independent variables in the regression model. Multicollinearity does not occur if the tolerance value is > 0.1 and the VIF value is < 10. The results of the multicollinearity test in this study are as follows:

Table 7. Results of the Multicollinearity Test

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	-1.424	5.390	—	-.264	.793	—	—
Training (X1)	.513	.107	.482	4.790	<.001	.989	1.011
Work Discipline (X2)	.248	.092	.278	2.685	.010	.930	1.075
Organizational Culture (X3)	.289	.127	.237	2.281	.026	.925	1.081

Based on Table 7, no symptoms of multicollinearity were found in the regression model. This is evident from all tolerance values being greater than 0.10, namely 0.989 for training, 0.930 for work discipline, and 0.925 for organizational culture. In addition, all VIF values are far below 10, specifically 1.011, 1.075, and 1.081, respectively. These results indicate that the independent variables do not have high correlations with one another, meaning that the regression model is appropriate for testing the influence of each variable on employee productivity.

Heteroscedasticity Test

Table 8. Results of the Heteroscedasticity Test

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	4.456	3.543	—	1.258	.214
Training (X1)	-.057	.070	-.108	-.809	.422
Work Discipline (X2)	.028	.061	.064	.464	.644

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Organizational Culture (X3)	-.018	.083	-.030	-.217	.829

Based on Table 8, it is known that the regression model does not experience heteroscedasticity symptoms. This is indicated by the significance values of each independent variable, all of which are greater than 0.05, namely 0.422 for training, 0.644 for work discipline, and 0.829 for organizational culture. Thus, the residual variance in the model is constant, meaning that the regression model fulfills the heteroscedasticity assumption and can be used for further analysis.

Multiple Linear Regression Analysis

Table 9. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	-1.424	5.390	—	-.264	.793
Training (X1)	.513	.107	.482	4.790	<.001
Work Discipline (X2)	.248	.092	.278	2.685	.010
Organizational Culture (X3)	.289	.127	.237	2.281	.026

Based on Table 9, the multiple linear regression equation for this model is as follows:

$$[Y = -1.424 + 0.513X_1 + 0.248X_2 + 0.289X_3]$$

1. Constant coefficient = -1.424
 This indicates that if the variables of training (X1), work discipline (X2), and organizational culture (X3) are equal to zero, the employee productivity value (Y) is estimated to be -1.424.
2. Training (X1)
 The regression coefficient is 0.513. This means that every one-unit increase in training will increase employee productivity by 0.513 units. The significance value of <.001 (< 0.05) indicates that training has a significant effect on employee productivity.
3. Work Discipline (X2)
 The regression coefficient is 0.248. This means that every one-unit increase in work discipline will increase employee productivity by 0.248 units. The significance value of 0.010 (< 0.05) indicates that work discipline has a significant effect on employee productivity.
4. Organizational Culture (X3)
 The regression coefficient is 0.289. This means that every one-unit increase in organizational culture will increase employee productivity by 0.289 units. The significance value of 0.026 (< 0.05) indicates that organizational culture has a significant effect on employee productivity.

Hypothesis Testing Results

Partial Test (t-Test)

Table 10. Results of the Partial Test (t-Test)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	-1.424	5.390	—	-.264	.793
Training (X1)	.513	.107	.482	4.790	<.001

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Work Discipline (X2)	.248	.092	.278	2.685	.010
Organizational Culture (X3)	.289	.127	.237	2.281	.026

Based on Table 10, the results of the partial t-test for each variable are as follows:

1. Training Variable (X1)

The training variable has a calculated t-value of 4.790, which is greater than the t-table value of 2.000, and a significance value of < .001, which is smaller than 0.05. This indicates that training has a positive and significant effect on employee productivity. Therefore, the hypothesis stating that training affects employee productivity can be accepted. This means that the better the training provided by the company, the higher the employee productivity.

2. Work Discipline Variable (X2)

The work discipline variable has a calculated t-value of 2.685, which is greater than the t-table value of 2.000, with a significance value of 0.010, which is smaller than 0.05. These results indicate that work discipline has a positive and significant effect on employee productivity. Therefore, the hypothesis stating that work discipline affects employee productivity can be accepted. This means that the higher the employee work discipline, the higher the employee productivity.

3. Organizational Culture Variable (X3)

The organizational culture variable has a calculated t-value of 2.281, which is greater than the t-table value of 2.000, and a significance value of 0.026, which is smaller than 0.05. These results indicate that organizational culture has a positive and significant effect on employee productivity. Therefore, the hypothesis stating that organizational culture affects employee productivity can be accepted. This means that a better organizational culture will encourage increased employee productivity.

Simultaneous Test (F-Test)

Table 11. Results of the Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	708.069	3	236.023	14.649	< .001
Residual	902.265	56	16.112	—	—
Total	1610.333	59	—	—	—

Based on Table 11, the calculated F-value is 14.649, which is greater than the F-table value of 2.53, with a significance value of < .001, which is smaller than 0.05. These results indicate that the regression model used in this study is appropriate and significant. Thus, it can be concluded that training, work discipline, and organizational culture simultaneously have a significant effect on employee productivity. This means that the three independent variables together are able to explain changes in employee productivity.

Coefficient of Determination Test (R²)

Table 12. Results of the Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663	.440	.410	4.014

Based on Table 12, the R Square value is 0.440 and the Adjusted R Square value is 0.410. The R Square value of 0.440 indicates that 44.0% of the variation in employee productivity can be explained by the variables of training, work discipline, and organizational culture. Meanwhile, the remaining 56.0% is explained by other variables outside the scope of this study. The Adjusted R Square value of 0.410 indicates that after adjusting for the number of independent variables used, the model's ability to explain variations

in employee productivity is 41.0%, while the remaining 59.0% is influenced by other factors outside this research.

Discussion

The Influence of Training on Employee Productivity

Training has a positive and significant influence on employee productivity at PT. Golden Communication Batam Region (Tarigan et al., 2021; Warankiran et al., 2021). This is proven through statistical testing, which shows that the better and higher the quality of training programs provided to employees, the more their competencies and skills will improve significantly (Honkley et al., 2025). The improvement of technical abilities through training becomes the main driving factor for employees to produce higher-quality work output with minimal error rates (Sapitri & Wirawan, 2025; Sembiring & Sofiyan, 2021).

The Influence of Work Discipline on Employee Productivity

Work discipline has been proven to have a positive and significant effect on employee productivity. This conclusion indicates that the level of employee compliance with company regulations, punctuality, and adherence to Standard Operating Procedures (SOPs) directly contributes to work efficiency (Susanto, 2025; Lubis et al., 2025; Syaifuddin et al., 2024). When employees demonstrate high discipline in utilizing working time effectively, company targets can be achieved more efficiently and consistently (Herfianti et al., 2025).

The Influence of Organizational Culture on Employee Productivity

Organizational culture has a positive and significant influence on employee productivity. A work environment based on strong company values, open communication, and high commitment creates a conducive and motivating work atmosphere (Sofiyan et al., 2026; Lubis et al., 2025). The internalization of organizational cultural values by all company members encourages teamwork and a sense of belonging, which ultimately motivates employees to deliver their best performance in every responsibility assigned to them (Mukarramah & Saroyo, 2023; Musdalifah et al., 2025).

Simultaneous Influence of Training, Work Discipline, and Organizational Culture on Employee Productivity

Overall, the variables of training, work discipline, and organizational culture collectively provide a significant contribution to employee productivity, with an explanatory power of 44.0%. Although these three variables play important roles, there are still other factors amounting to 56.0% outside the scope of this study that also influence productivity. This finding confirms that to achieve optimal productivity, companies need to manage these three factors in an integrated manner while still paying attention to other managerial factors (Ma'ruf et al., 2022; Meiprahastuti, 2014).

Based on the results and discussion presented above, it can be concluded that training, work discipline, and organizational culture play highly crucial roles in improving employee productivity at PT. Golden Communication Batam Region. Partially, it was found that effective training programs, including relevant materials and appropriate methods, become the main driving factors that significantly improve employee competence and work performance (Tambun et al., 2026). In addition, high work discipline, reflected in compliance with working hours and operational procedures, has also been proven capable of minimizing work obstacles, allowing company targets to be achieved more consistently (Napitupulu et al., 2026).

4. Conclusion

Based on the results of the study conducted at PT. Golden Communication, it can be concluded that training, work discipline, and organizational culture have positive and significant effects on employee productivity. Partially, job training has been proven capable of improving employee competence, skills, and technical

abilities, thereby optimizing work productivity. Work discipline also has a significant influence on productivity, where compliance with regulations, punctuality, and the proper implementation of work procedures are able to improve employee work efficiency and effectiveness. In addition, a strong organizational culture, open communication, and a conducive work environment contribute to encouraging work motivation and a sense of belonging toward the company, thereby motivating employees to deliver their best performance.

Simultaneously, the results of the F-test show that the variables of training, work discipline, and organizational culture together have a significant effect on employee productivity. This is evidenced by the calculated F-value of 14.649, which is greater than the F-table value of 2.53, as well as the significance value of $< .001$. Meanwhile, the results of the coefficient of determination test show an R Square value of 0.440, meaning that 44.0% of employee productivity can be explained by these three variables, while the remaining 56.0% is influenced by other factors outside the scope of this study. Therefore, the company needs to continuously improve the quality of training, strengthen work discipline, and build a positive organizational culture in order to optimize employee productivity.

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