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Increasing Work Productivity by Building a Work Culture and Preventive Discipline Study at a Construction Consulting Company in Bandung City

Abstract

This study aims to investigate the effects of organizational culture and preventive discipline on employee productivity within the construction consulting sector. Utilizing a survey approach, data was collected from 47 employees to analyze the relationships among these variables using Partial Least Squares Structural Equation Modeling (PLS SEM).

The results indicate that organizational culture significantly influences both preventive discipline and productivity, with strong path values of 0.850 for preventive discipline and 0.314 for productivity. Preventive discipline also demonstrates a significant positive effect on productivity, with a path value of 0.628. The model explains 72.2% of the variance in preventive discipline and 82.9% in productivity.

These findings imply that fostering a positive organizational culture and implementing effective preventive discipline can substantially enhance employee productivity. Organizations in the construction consulting sector can benefit from these insights by prioritizing cultural initiatives and discipline policies to optimize performance.

Keywords: Organizational Culture, Preventive Discipline, Employee Productivity.

Introduction

To achieve corporate goals, companies must have employees who perform well. Performance is a goal-oriented process aimed at ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately the organization. Employee performance can be measured by the extent to which targets are met, the achievements attained, and the ability to complete tasks according to assigned responsibilities. Improved employee performance positively impacts the overall success and value of the company. Mohammad et al. (2025) highlight that trends in employee performance play a critical role in organizational success, while Jain and Sharma (2026) emphasize that innovative work behavior and digital transformation can drive performance, suggesting that companies should adopt strategies that foster both individual and collective productivity. Thus, focusing on enhancing employee performance is crucial for organizational achievement.

The drastic decline in employee performance indicates underlying issues that contribute to this deterioration. The decrease in performance observed over the past two years at the research site may arise from various factors affecting employee effectiveness. These factors can stem from internal sources, such as individual motivation and personal challenges, as well as external influences related to the organizational environment, including management practices and workplace culture. Understanding these contributing elements is essential for addressing the root causes of performance decline and implementing effective solutions.

Organizational culture significantly influences performance. Essentially, the core values of an organization serve as the foundation for the attitudes, behaviors, and actions of all its members. Organizational culture reflects how people behave within the organization and encompasses a set of norms including beliefs, attitudes, core values, and shared behavioral patterns. Raziq et al. (2024) highlight that a strong organizational culture fosters knowledge sharing, which in turn enhances organizational performance across various contexts. Similarly, Tadesse Bogale and Debela (2024) provide a systematic review illustrating how different facets of organizational culture shape workplace dynamics, emphasizing that a supportive culture can lead to improved employee engagement and productivity. Thus, cultivating a positive organizational culture is crucial for driving high levels of performance within an organization.

Less than optimal performance is also influenced by a lack of work discipline. The various rules established by an organization are essential for achieving employee performance goals. When a rule is violated, organizational performance diminishes to a certain extent, depending on the severity of the infraction. For instance, if an employee is late once, the impact on the organization is minimal. However, consistent tardiness poses a significant problem, as it leads to more serious issues that can adversely affect overall employee productivity. This underscores the importance of maintaining high levels of discipline within the workplace to ensure that performance remains at its best.

Existing studies, such as those by Vasumathi et al. (2025) and Lestari et al., (2025) explore the relationship between organizational culture and employee performance, there remains a void in understanding how specific cultural aspects interact with preventive measures to impact productivity.

In particular, the research by Pedraza-Rodríguez et al. (2023) highlights the creative potential derived from management skills intertwined with culture, yet does not delve deeply into how discipline reinforces or undermines this potential. Similarly, Wang and Zhao (2023) touched upon corporate reputation within cultural frameworks but overlook the internal mechanisms that may either hinder or propel efficiency and job output.

Sun et al. (2024) already associate green training with performance improvements, suggesting a connection between a supportive culture and work ethic, yet they don't address how preventive discipline can further augment these outcomes. Thus, the existing literature presents a partial view, leaving an opportunity to explore how the interplay between work culture, preventive discipline, and productivity can significantly enhance employee performance in various sectors. This gap invites further investigation to establish a clearer picture and deeper understanding of these dynamics.

Based on the gaps identified in the field and previous studies, the author conducts research to determine how much employee productivity can be enhanced by improving work culture and preventive discipline.

Method

This research investigates work culture and the implementation of preventive discipline to boost employee productivity. The study focuses on a construction consulting firm located in Bandung, involving 47 employees who possess relevant industry experience. These participants are expected to provide valuable insights into the relationship between work culture, preventive discipline, and productivity.

The research employs Partial Least Squares Structural Equation Modeling (PLS-SEM) as its primary method. This approach was chosen for its ability to analyze complex relationships among variables and deliver reliable results. Initially, the researcher performs data quality testing using outer loading to ensure that the indicators significantly contribute to the constructs being measured.

The researcher assesses the validity and reliability of the data. Validity testing confirms that the measurement instruments accurately assess the intended constructs, while reliability testing evaluates the consistency of the measurement results over time. The outcomes of these tests indicate that the collected data meet the required criteria for further analysis.

In analyzing the model, the researcher applies the MV Prediction Model and compares the results with the CPVAT PLS SEM and IA methods. This approach provides a comprehensive perspective on how work culture and preventive discipline interact and contribute to improving employee productivity.

Result and Discussion

The analysis of the research results reveals significant insights into the constructs measured, namely organizational culture, preventive discipline, and productivity. Table 1, for organizational culture, the outer loading values range from 0.516 to 0.940. These values indicate a strong correlation between the indicators and the construct, with the higher

values (especially those closer to 0.940) demonstrating a robust relationship. The reliability coefficient of 0.944 signifies that the measurements are consistent and dependable. Additionally, the Average Variance Extracted (AVE) value of 0.705 suggests that more than 70% of the variance in the indicators can be explained by the construct, confirming good validity.

Tabel 1. Outer Loading, Validity and Reliability Test

	OrgCul	Preventive	Productivity	Cronbach's alpha	Average variance extracted (AVE)
OrgCul1	0.871			0.944	0.705
OrgCul2	0.679				
OrgCul3	0.901				
OrgCul4	0.516				
OrgCul5	0.892				
OrgCul6	0.927				
OrgCul7	0.891				
OrgCul8	0.940				
OrgCul9	0.849				
Prev1		0.939		0.936	0.839
Prev2		0.945			
Prev3		0.867			
Prev4		0.911			
Prod.1			0.837		0.751
Prod.2			0.851		
Prod.3			0.894		
Prod.4			0.883		

Turning to preventive discipline, the outer loading values range from 0.867 to 0.945. This range indicates a strong association with the construct, with values above 0.867 demonstrating solid relationships between the indicators and the preventive discipline construct. The reliability is noted at 0.936, reflecting high consistency in the measurements. The AVE of 0.839 further indicates that the construct effectively captures the relevant variance, supporting its validity.

For productivity, the outer loading values between 0.837 and 0.894 suggest a strong connection to the indicators. The reliability score of 0.892 shows that the measurements are

reliable and consistent. An AVE of 0.751 indicates that the productivity construct captures a substantial portion of the variance in the indicators, affirming its validity as well.

Table 2. Discriminant Validity HTMT Ratio

	OrgCul	Preventive	Productivity
OrgCul			
Preventive	0.791		
Productivity	0.801	0.859	

The discriminant validity analysis using the HTMT (Heterotrait-Monotrait) ratio provides valuable insights into the relationships between the constructs of organizational culture, preventive discipline, and productivity.

For the relationship between organizational culture (OrgCul) and preventive discipline, the HTMT ratio is 0.791 at table 2. This value is below the acceptable threshold of 0.85, indicating that these two constructs are distinct from one another. The connection between organizational culture and productivity, the HTMT ratio is 0.801. Similarly, this value remains below 0.85, suggesting that while there is a relationship, these constructs do not overlap, reinforcing their unique contributions. The HTMT ratio for preventive discipline and productivity is 0.859. Although this value is closer to the threshold, it is still within an acceptable range, implying that these constructs are related but still maintain their distinct identities.

Table 3. MV prediction Model

	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
Prev1	0.636	0.692	0.524	0.772	0.607
Prev2	0.590	0.745	0.555	0.775	0.600
Prev3	0.552	0.902	0.672	1.172	0.833
Prev4	0.540	*0.827*	*0.609*	0.793	0.605
Prod.1	0.280	1.104	0.698	1.288	0.805
Prod.2	0.369	1.085	0.738	1.456	0.958
Prod.3	0.658	*0.725*	*0.586*	0.710	0.547
Prod.4	0.704	0.665	0.513	0.692	0.535

The results in Table 3 provide a comprehensive overview of the prediction model evaluated through various metrics. The Q^2 predict values, that all preventive discipline constructs (Prev1, Prev2, Prev3, Prev4) demonstrate strong predictive relevance, with values ranging

from 0.540 to 0.636. This indicates that these constructs effectively forecast the variability in their respective outcomes.

For the predictive performance of productivity constructs (Prod.1, Prod.2, Prod.3, Prod.4), the Q^2 predict values are lower, ranging from 0.280 to 0.704. While Prod.4 shows a relatively strong prediction capability, the other productivity indicators indicate that the model may require improvement in capturing the intricacies of productivity outcomes.

The PLS-SEM RMSE (Root Mean Square Error) and MAE (Mean Absolute Error) metrics, lower values indicate better predictive accuracy. The PLS-SEM RMSE for the preventive discipline constructs ranges from 0.692 to 0.902, with Prev1 performing the best. In comparison, the productivity constructs have higher RMSE values, with Prod.1 being the least accurate at 1.104. The PLS-SEM MAE shows preventive discipline, the MAE values range from 0.524 to 0.672, while for productivity, they fluctuate between 0.513 and 0.738.

When comparing these results to the linear model (LM) metrics, we observe that the LM RMSE and MAE values are generally higher, indicating that the PLS-SEM approach provides improved predictive performance for both preventive discipline and productivity constructs.

Table 4. CPVAT PLS SEM vs IA

	PLS loss	IA loss	Average loss difference	t value	p value
Preventive	0.633	1.492	-0.859	2.184	0.034
Productivity	0.840	1.647	-0.806	2.330	0.024
Overall	0.737	1.569	-0.833	2.280	0.027

Table 4 provides a comparative analysis of loss between the PLS SEM (Partial Least Squares Structural Equation Modeling) and IA (Imputation Algorithm) methods. The preventive discipline, the PLS loss is recorded at 0.633, while the IA loss is significantly higher at 1.492. This results in an average loss difference of -0.859, indicating that the PLS SEM approach performs more effectively in minimizing loss. The t-value of 2.184 and the p-value of 0.034 suggest that this difference is statistically significant, reinforcing the conclusion that PLS SEM is more reliable for predicting preventive discipline outcomes. The productivity, the PLS loss is 0.840 compared to the IA loss of 1.647. The average loss difference here is -0.806, further demonstrating the superior predictive capabilities of the PLS SEM model. With a t-value of 2.330 and a p-value of 0.024, this result is also statistically significant, indicating strong confidence in these findings.

Overall, the combined results show an average loss of 0.737 for PLS SEM against an IA loss of 1.569, resulting in an average loss difference of -0.833. The associated t-value of 2.280 and p-value of 0.027 confirm the statistical significance of these findings.

The analysis indicates that the PLS SEM method consistently outperforms the IA method in reducing loss for both preventive discipline and productivity measures, emphasizing the advantages of using PLS SEM for more accurate modeling in this context.

Table 5. Path Result

Path	Path Value	f Square	Std dev	P values	Decision
OrgCul -> Preventive	0.850	2.601	0.068	0.000	Accept
OrgCul -> Productivity	0.314	0.160	0.106	0.003	Accept
Preventive -> Productivity	0.628	0.641	0.102	0.000	Accept
		R-square		**R-square adjusted**	
Preventive		0.722		0.716	
Productivity		0.829		0.821	

Table 5 presents the path results from the structural model analysis. The path from organizational culture (OrgCul) to preventive discipline, the path value is 0.850. This high value indicates a strong positive influence of organizational culture on preventive discipline. The f-squared value of 2.601 signifies a large effect size, and with a standard deviation of 0.068 and a p-value of 0.000, the results are statistically significant. Thus, we accept this hypothesis. For the path from organizational culture to productivity, the path value is 0.314, which suggests a moderate positive influence. The f-square value of 0.160 indicates a small to medium effect size, while the standard deviation of 0.106 and a p-value of 0.003 confirm that this result is also statistically significant. Therefore, this hypothesis is accepted as well. The path from preventive discipline to productivity yields a path value of 0.628, indicating a strong positive relationship. The f-squared value of 0.641 suggests a large effect size, with a standard deviation of 0.102 and a p-value of 0.000. These results are statistically significant, leading us to accept this hypothesis.

The R-squared values indicate the amount of variance explained by the models. The R-squared value for preventive discipline is 0.722, suggesting that 72.2% of the variance is explained by organizational culture. For productivity, the R-squared value is 0.829, meaning that 82.9% of the variance is accounted for by both organizational culture and preventive discipline. The adjusted R-squared values of 0.716 and 0.821, respectively. All paths are statistically significant and accepted, reinforcing the relationships among organizational

culture, preventive discipline, and productivity while highlighting their substantial explanatory power.

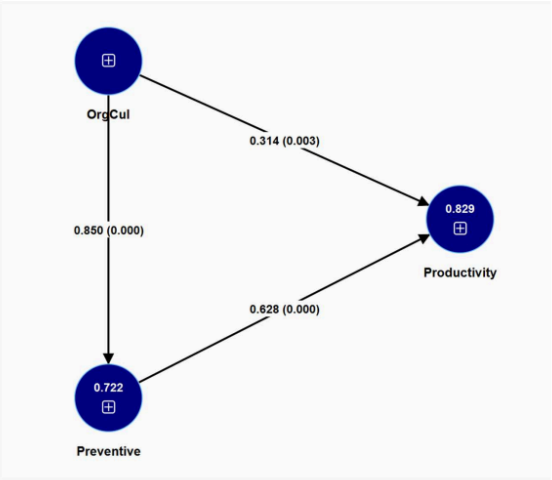


Figure 1. the relationships between organizational culture, preventive discipline, and productivity

The research shows that employee productivity can be enhanced by improving work culture and preventive discipline. This finding supports previous studies such as Oktaviani et al. (2024), which highlight the significance of work discipline and workload on employee performance in a banking setting. Similarly, Alkhadra et al. (2023) demonstrate the connections between ethical leadership, organizational culture, and overall performance, reinforcing the idea that a strong culture influences productivity. Furthermore, Nuryuliadin et al. (2024) emphasize the role of work motivation and discipline in boosting performance, aligning with the notion that cultural and disciplinary improvements can lead to better outcomes. Rahmawati and Nurhadian (2023) also provide evidence of how work discipline and organizational culture impact employee performance in a government agency. Lastly, Rivaldo and Nabella (2023) identify factors such as education, training, and work discipline as critical to employee performance, further validating the significant role of culture and discipline in driving productivity.

Enhancing work productivity by developing a strong work culture and implementing preventive discipline is essential for organizations. Building a positive work culture fosters

motivation and engagement among employees, which can lead to increased efficiency and satisfaction. Simultaneously, introducing preventive discipline helps set clear expectations and guidelines, ensuring that employees maintain focus and accountability in their tasks. By integrating these two elements, organizations can create an environment where employees feel valued and supported, encouraging them to perform at their best. Ultimately, this holistic approach can result in significant improvements in productivity, benefiting the organization as a whole.

The implications of this research highlight the importance of fostering a strong work culture and implementing preventive discipline to enhance employee productivity. Organizations should prioritize initiatives that cultivate a positive work environment, as this can lead to improved performance and job satisfaction. Additionally, companies can benefit from implementing structured discipline policies that not only guide behavior but also motivate employees to perform at their best. By doing so, organizations may see increased efficiency and a higher level of commitment from their workforce. This study encourages decision-makers to consider these factors when developing strategies for workforce management. Investing in employee training and creating a supportive culture can yield significant returns in productivity, ultimately benefiting the organization as a whole.

Conclusions

This research clearly shows that enhancing work culture and applying preventive discipline are vital for boosting employee productivity. Organizations that actively cultivate these aspects may experience a more engaged and efficient workforce, leading to better performance outcomes.

The study has some weaknesses. It primarily used surveys as the data collection method, which can lead to biases since responses rely on individual perceptions and honesty. This means the results may not fully capture the complexity of the issues at hand. Additionally, the sample size may not be representative enough to apply the findings universally across different sectors.

For future research, it would be beneficial to include a wider array of organizations and industries to get a more comprehensive understanding. Incorporating qualitative approaches, such as interviews or focus groups, can offer richer insights and reveal deeper dynamics within workplace culture and discipline. Moreover, extending the duration of the study could provide valuable perspectives on how these factors evolve over time and influence productivity in the long term.

References

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