

## The Effect of Work Discipline, Career Development, and Organizational Climate on Employee Productivity with Work Motivation as an Intermediary Variable: A Case Study of PT WOM Finance

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### Abstract

This study aims to analyze the effect of work discipline, career development, and organizational climate on employee productivity with work motivation as an intermediary variable at PT WOM Finance. This study uses a quantitative approach with a survey method through questionnaires distributed to 120 employees. The data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) to test the direct and indirect relationships between variables. The results showed that work discipline, career development, and organizational climate had a positive and significant effect on work motivation. Work motivation was found to play a significant mediating role in the relationship between work discipline, career development, and organizational climate on employee productivity. These findings emphasize the importance of consistently implementing work discipline, structured career development, and creating a conducive organizational climate to increase work motivation and ultimately improve employee productivity at PT WOM Finance in the Sulawesi region.

Keywords: Work\_discipline; Career\_development; Organizational\_climate; Work\_motivation; Employee\_productivity.

### 1. Introduction

Employee productivity is a critical determinant of organizational success, especially in Indonesia's highly competitive multi-finance industry. At PT WOM Finance, productivity is influenced not only by structural processes but also by human resource factors such as work discipline, career development, and organizational climate. Although previous studies have analyzed these variables separately, little is known about their combined effects and the mediating role of work motivation. This study aims to fill this gap by investigating how these factors interact to enhance employee productivity, providing theoretical contributions and practical implications for strategic human resource management.

Employee productivity is influenced not only by technical efficiency but also by behavioral and psychological factors. Research shows that strict work discipline positively affects productivity by ensuring consistency and accountability. Similarly, career development opportunities contribute to performance by improving skills and strengthening employee commitment [1]. Furthermore, a supportive organizational climate has been shown to increase satisfaction and performance outcomes. However, this mechanism often operates through motivation, which acts as an intermediary variable between these factors and productivity [2]. This study therefore positions motivation as a critical intermediary variable.

Employee productivity in Indonesia's consumer finance sector is increasingly influenced by work discipline, career development opportunities, and the prevailing organizational climate. PT Wahana Ottomitra Multiartha Tbk (PT WOM Finance), a leading multi-branch motor vehicle financing company, has implemented a digital collaboration system to improve

efficiency and decision-making processes. However, technological improvements alone may not guarantee sustainable productivity if employee motivation, shaped by discipline, career prospects, and climate, remains weak. The main issue of this study is to analyze how work discipline, career development, and organizational climate affect employee productivity at PT WOM Finance, and whether work motivation functions as a mediating mechanism. This issue is important because weaknesses in workforce discipline, limitations in career development, or an unfavorable climate can cumulatively undermine productivity in branch-based operations. At the same time, theory and evidence suggest that HR practices influence through motivation, rather than directly [3]. Therefore, this study aims to analyze the direct and indirect effects of these factors, providing relevant evidence for PT WOM Finance's human capital strategy.

Research on organizational climate shows its critical role in shaping employee attitudes and performance. [4] define organizational climate as a shared perception of policies and practices, while [5] confirm through a systematic review that a favorable climate supports implementation and performance outcomes. Similarly, career development is empirically linked to better employee outcomes. [6] in a meta-analysis of over 1,000 articles, found that employer-supported career development significantly improves job performance and reduces turnover. Complementary evidence from [1] in emerging markets shows that career development

Work discipline, understood as consistent adherence to organizational standards, also shows a strong relationship with productivity. In the Indonesian context, [7] found that discipline positively affects productivity when integrated with the work environment and compliance with SOPs. Additionally, meta-analytic studies in Human Resource Management (HRM) highlight the mediating role of motivation. [3] concluded that human resource practices influence outcomes through human capital and motivation. Similarly, [8] showed that intrinsic rewards improve performance by increasing employee motivation. Together, these studies prove the theoretical validity of a model in which motivation acts as a mediator between discipline, career development, organizational climate, and productivity.

Despite this contribution, three critical gaps remain. First, most research on organizational climate and career development has been conducted in Western or developed country contexts, limiting its external validity to the Indonesian financial services industry. Given the geographical spread of PT WOM Finance's branches and its adoption of digital collaboration, it is important to examine how discipline, climate, and career development interact locally. Second, although previous studies often show that motivation mediates between HR practices and performance [3], [8], few simultaneously analyze work discipline, career development, and organizational climate as prerequisites mediated by motivation in a single model. Third, research on work discipline remains fragmented and often descriptive; integrating it with more robust constructs such as climate and career development in a mediation model can enhance conceptual clarity. Finally, existing studies in Indonesia often operationalize "performance" broadly, rather than focusing explicitly on more operational and outcome-oriented constructs of productivity. This study addresses these gaps by proposing a motivation-mediated framework that links work discipline, career development, and organizational climate to productivity at PT WOM Finance.

## Explanation of the Conceptual Framework

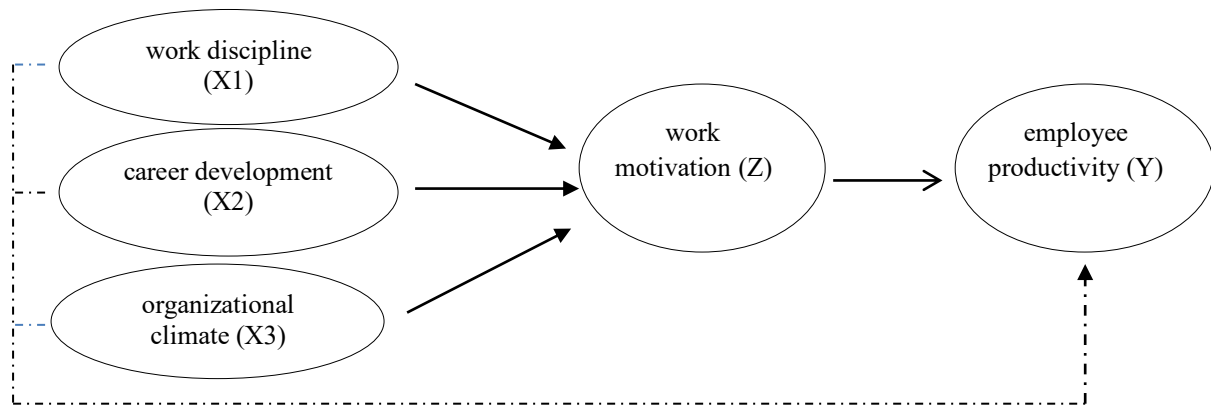


Figure 1. Conceptual framework diagram

The conceptual framework of this study was developed to describe the complex interactions between job discipline, career development, organizational climate, and employee productivity, with work motivation as an intermediary variable.

### Direct Route

Work discipline is expected to have a direct impact on productivity, as employees who consistently adhere to rules, procedures, and schedules demonstrate more efficient task execution and minimize operational errors [7]. Career development opportunities, including training, promotion, and mentoring, are also believed to have a direct impact on productivity by improving skills and aligning personal growth with organizational goals [6]. Similarly, a positive organizational climate defined as employees' shared perceptions of supportive practices, fairness, and trust has long been associated with higher levels of organizational performance and outcomes [4].

### Intermediate Path.

Work motivation, based on expectation theory, self-determination theory, and literature on the relationship between human resource management (HRM) and performance, is introduced as an intermediary variable. Motivation represents the psychological energy that drives employees to apply discipline, take advantage of career opportunities, and respond to the organizational climate. Empirical evidence shows that HRM practices primarily influence performance through motivational mechanisms [3]. [8] further emphasize that rewards and a supportive organizational climate increase intrinsic motivation, which in turn improves performance. Therefore, in this model, work discipline, career development, and organizational climate are hypothesized to influence productivity both directly and indirectly through motivation.

Integration for the case of PT WOM Finance. For PT WOM Finance, this integrated framework is very important because the company operates through branch offices with diverse workforce dynamics. This model argues that the adoption of digital infrastructure will not automatically increase productivity unless it is supported by employee discipline, perceived career prospects, and a supportive climate that stimulates motivation. By examining both direct and indirect effects, this study addresses a research gap in the Indonesian financial

services sector, where few models simultaneously analyze these constructs with productivity as the primary outcome.

In summary, this conceptual framework reflects a dual structure: (1) the direct effect of human resource prerequisites on productivity, and (2) the indirect effect through the motivation pathway. This dual pathway provides a holistic understanding of how individual-level factors (discipline), development (career), and context (climate) interact through motivation to shape productivity outcomes.

### **Research Hypothesis**

Based on the conceptual framework, this study formulates the following hypotheses:

#### Direct Effects

H1: Work discipline has a positive and significant effect on employee productivity.

(Reason: disciplined compliance with rules and procedures increases efficiency and output [7].

H2: Career development has a positive and significant effect on employee productivity.

(Reason: structured career opportunities improve skills and align personal goals with organizational goals [6].

H3: Organizational climate has a positive and significant effect on employee productivity.

(Reason: a conducive climate increases employee satisfaction and collective performance [4].

#### Impact on Motivation

H4: Work discipline positively affects employee motivation.

(Reason: employees who internalize disciplinary practices tend to be more motivated by role clarity and predictable rewards)

H5: Positive career development positively influences employee motivation..

(Reason: training and promotion opportunities foster intrinsic and extrinsic motivation [1].

H6: The organizational climate positively influences employee motivation..

(Reason: a supportive climate creates psychological security and fosters intrinsic motivation [8].

#### Mediation Effect

H7: Positive work motivation positively affects employee productivity.

(Reason: motivated employees are more committed to achieving goals and completing tasks [3].

H8: Work motivation mediates the relationship between work discipline and employee productivity.

H9: Work motivation mediates the relationship between career development and employee productivity.

H10: Work motivation mediates the relationship between organizational climate and employee productivity.

(Reasons for H8–H10: The relationship between human resource management (HRM) and performance is explained by motivational mechanisms rather than direct effects alone [3].

## Research Objectives

The main objective of this study is to develop and empirically test an integrated model that explains employee productivity at PT WOM Finance through the interaction between work discipline, career development, and organizational climate, with work motivation set as the mediating mechanism. First, this study aims to estimate the direct effects of work discipline, career development, and organizational climate on employee productivity in the context of the Indonesian consumer finance industry, which is dominated by branches. This responds to evidence that a favorable climate and disciplined routines are associated with stronger performance outcomes across various sectors [5], [9] and that disciplined adherence to standards can increase productivity in the Indonesian organizational context [7].

Second, this study aims to examine the indirect (mediated) effects of these three antecedent factors on productivity through work motivation. This objective is based on human resource management (HRM) literature, which shows that HRM practices shape key outcomes through human capital and motivation pathways [3]. Complementary empirical research shows that the motivation process particularly intrinsic motivation conveys the effects of supportive practices and incentives into performance [8], which supports the mediation specification where work motivation becomes the channel of influence of discipline, development, and work climate into observable productivity gains.

Third, this study aims to unravel the relative contributions of each prerequisite by comparing the size and significance of their direct paths to productivity with their indirect paths through motivation. Thus, this study clarifies whether productivity improvements are driven more by direct behavioral alignment (discipline), perceived capability and prospect expansion (career development), or shared situational signals and support (organizational climate), and to what extent each path depends on employee motivation [3], [8], [9].

Fourth, this study aims to contextualize these relationships within the ongoing digital collaboration agenda at PT WOM Finance, recognizing that technology adoption alone does not guarantee productivity unless it is supported by a conducive climate, clear development paths, and disciplined implementation, which together trigger motivation (NTT DATA, 2020; NTT, 2020). Finally, this study aims to generate actionable implications for human resource strategies in Indonesia's multi-financial industry identifying which levers (disciplinary norms, development programs, or workplace interventions) are most effective in increasing productivity directly and/or through motivation, while addressing external validity gaps in the context of non-Western financial services [5], [6].

## 2. Methodology

PT WOM Finance is a financing company that has been operating in Indonesia since 1982 and is one of the oldest financing companies in its field, with a network of approximately 200 branches and total assets of around Rp 6 trillion, focusing on motorcycle financing. Based on its vision of becoming the best consumer finance company in Indonesia, WOM Finance carries out its mission of prioritizing customer satisfaction, building reliable IT

infrastructure, expanding its business network in potential areas, and optimizing company performance. The company's core values, abbreviated as TIGER (Team Work, Integrity, Growth, Excellent & Efficiency, and Relationship Building), serve as guidelines for the behavior of all employees. This commitment is evidenced by the awards received: The Excellent Performance Multifinance Company from the Infobank Award 2024 and Outstanding Achievement in Sustainability & Governance from the SPEX2 Award 2024. With a strong, ethical, and collaborative work culture, PT WOM Finance continues to strengthen its organization and drive optimal performance through cooperation, good governance, and continuous innovation. Every company generally has an organizational structure designed to ensure efficient and optimal operations. For companies that already have employees, the division of human resources into specific units or departments is based on their respective areas of expertise. This division serves as a reference for employees in performing their respective duties.

Based on the validity test results, all items in each variable, consisting of four statements, were declared valid. This shows that all questions asked to 120 employees of PT WOM Finance could be answered appropriately in terms of the relevance between each statement item and the variables of Work Discipline, Career Development, and Organizational Climate. Similarly, for the variables Motivation and Employee Performance, which consisted of four statements, all were declared valid. These results prove that the instruments given to respondents in the PT WOM Finance Sulawesi region can be clearly understood and have a strong correlation with the concept of Employee Performance.

## Research Design

This study uses a quantitative, explanatory, and cross-sectional design to test a mediation model of motivation that links work discipline, career development, and organizational climate to employee productivity. The survey method was chosen because it can efficiently capture multi construct perceptions in geographically dispersed branches and supports latent variable modeling through structural equation modeling (SEM) [10]. To reduce common method bias (CMB), we implemented ex-ante procedural steps clear construction definitions, varied reference scales, psychological separation of measurements in instruments as well as staged administration in two waves, with antecedent variables (discipline, career development, climate) at T1 and mediator/outcome variables (motivation, productivity) at T2 separated by 2–3 weeks [11]. Where possible, we supplemented self-reports of productivity with supervisor ratings for specific subsets to enhance criterion validity [10].

### Population, Sampling, and Test Power

The population consists of non-executive employees and supervisors across all branches of PT WOM Finance. We used proportional stratified random sampling based on branch size and function (front-office vs. back-office) to ensure coverage of a heterogeneous work context. A priori power analysis using multiple regression and mediation logic shows that, for small to moderate effects ( $f^2=0.05-0.10$ ) with  $\alpha=0.05$  and power=0.80,  $N = 300-400$  is recommended, which is consistent with SEM simulation guidelines for models of this

complexity [12]. We target  $n \geq 350$  matched and complete T1–T2 responses to maintain  $\geq 300$  cases after data cleaning, which meets general sample size guidelines for covariance-based SEM [10].

### Measurement and Instrumentation

All constructs were measured reflectively using a validated scale:

- **Work Discipline:** Items emphasize punctuality, compliance with SOPs, and adherence to rules. Because discipline is often measured contextually, we developed and refined these items following a rigorous scale development procedure [13], adapting compliance indicators from safety compliance research to general SOP compliance [14].
- **Career Development:** The Organizational Career Growth Scale (training opportunities, promotions, career goal advancement; [15] captures perceived career development paths.
- **Organizational Climate:** We use theoretically relevant aspects of Organizational Climate Measurement (OCM) for example, supervisor support, involvement, and clarity [16].
- **Work Motivation:** The Multidimensional Work Motivation Scale (MWMS) assesses intrinsic, identified, internalized, and external regulation in accordance with self-determination theory [17].
- **Employee Productivity:** The task performance subscale of the Individual Work Performance Questionnaire (IWPQ) is used for self-reports and, where possible, confirmation by supervisors [18].

All items use Likert-type responses with a 5- or 7-point scale, which are adjusted between scales to reduce method variance [11]. For administration in Indonesian, we applied the translation/back-translation method [19], tested the instrument with approximately 30 employees to ensure clarity and response time, and revised the wording of sentences as necessary [13].

### Data Collection Procedures and Ethics

Wave 1 (T1) collects data on demographics, work discipline, career development, and organizational climate. Wave 2 (T2) collects data on work motivation and productivity. Each employee is assigned a unique code to match waves anonymously. Participation is voluntary with informed consent; personally identifiable responses are not shared with management. The protocol will be reviewed by the university ethics committee, and data will be stored in encrypted form with access restricted to the research team only [10].

### Data Filtering and Missing Data

We screened for careless responses (long string analysis, attention checks), outlier values (Mahalanobis distance), and normality (univariate skew/kurtosis) [10]. Data loss was evaluated using Little's MCAR test and data loss patterns; when data were plausibly MAR, we used full information maximum likelihood (FIML) in SEM [20]. Multicollinearity was evaluated using the VIF threshold ( $< 5$  as an acceptable limit) [21].

### Diagnostic Bias: Common Methods and Endogeneity

Procedurally, we separated measurement waves, changed reference points, and ensured anonymity [11], [22]. Statistically, we will: (a) compare the one-factor model with the

proposed multi-factor measurement model; (b) include unmeasured latent method factors in the resilience CFA; and (c) evaluate the sensitivity of marker variables where possible (Podsakoff et al., 2012). Because observational cross-sectional data may be subject to endogeneity (e.g., omitted variables), we test robustness using cluster-resistant standard errors based on branch and theory-driven controls (tenure, job level, education) [23], [24].

### Analytical Strategy

Given our confirmatory objectives and interest in global model fit, we used covariance-based SEM (CB-SEM). The analysis was conducted in two stages [10]:

1. Measurement Model: We estimated confirmatory factor analysis (CFA) to evaluate reliability and validity. Reliability was evaluated using Cronbach's  $\alpha$  and composite reliability ( $\geq .70$ ). Convergent validity required factor loadings  $\geq .60$  and AVE  $\geq .50$  (Fornell & Larcker, 1981). Discriminant validity was evaluated using the Fornell–Larcker criteria (square root of AVE  $>$  inter-construct correlations) and HTMT ratio ( $< .85$  as a conservative threshold) (Henseler, Ringle, & Sarstedt, 2015). Overall fit is evaluated with CFI/TLI  $\geq 0.95$ , RMSEA  $\leq 0.06$ , and SRMR  $\leq 0.08$ .
2. Structural and Mediation Models: We estimated direct paths from work discipline, career development, and organizational climate to productivity, as well as indirect paths through motivation. Mediation was tested using bias-corrected bootstrapping with 5,000 resampling; we report indirect effects with 95% confidence intervals and classify mediation patterns according to contemporary guidelines [25], [26]. We compared the hypothesized model with possible alternatives (e.g., motivation as a prerequisite; no direct path) and reported  $\Delta\chi^2$  and changes in information criteria.

## 3. Result and Discussion

### 3.1. Result

Hypothesis testing for this study used the Structural Equation Modeling (SEM) technique with the SmartPLS v.3 program. All SEM elements were used as measurement and structural models, which were illustrated in a flowchart of causal relationships. The SEM-PLS scheme can be seen in the figure below:

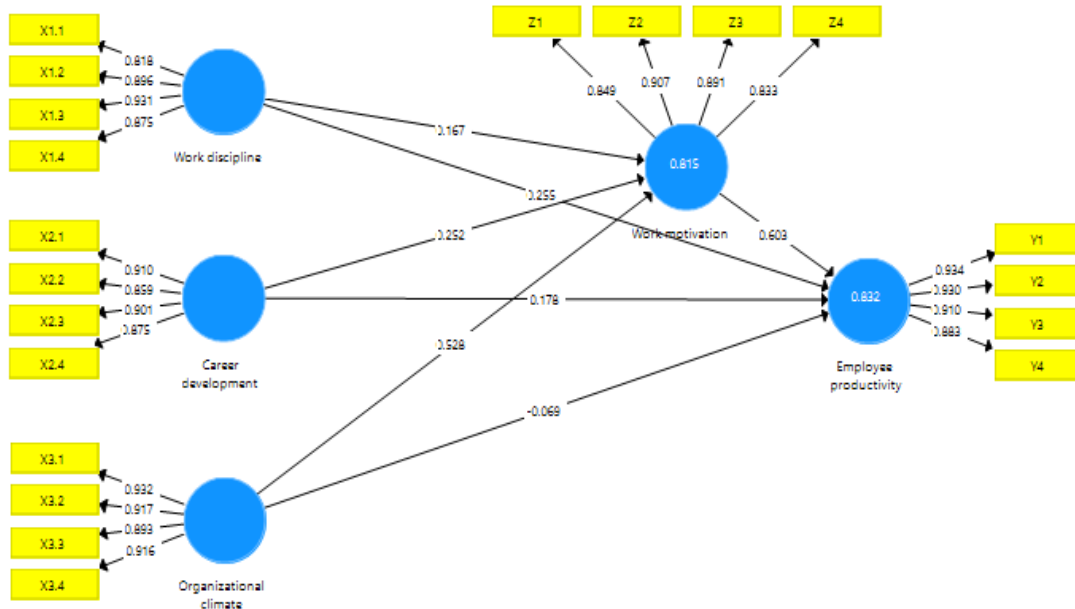


Figure 2. SEM-PLS Schematic (Algorithm)

### Indicator Validity Test

To test the validity of the indicator, the outer loading value can be used. An indicator can be said to have good criteria if the outer loading value is  $> 0.7$ .

Table 3.1 Factor Validity Test

Item	Career development	Employee productivity	Organizational climate	Work discipline	Work motivation	Keterangan
X1.1				<b>0.818</b>		Valid
X1.2				<b>0.896</b>		Valid
X1.3				<b>0.931</b>		Valid
X1.4				<b>0.875</b>		Valid
X2.1	<b>0.910</b>					Valid
X2.2	<b>0.859</b>					Valid
X2.3	<b>0.901</b>					Valid
X2.4	<b>0.875</b>					Valid
X3.1			<b>0.932</b>			Valid
X3.2			<b>0.917</b>			Valid
X3.3			<b>0.893</b>			Valid
X3.4			<b>0.916</b>			Valid
Y1		<b>0.934</b>				Valid
Y2		<b>0.930</b>				Valid
Y3		<b>0.910</b>				Valid
Y4		<b>0.883</b>				Valid
Z1					<b>0.849</b>	Valid

Z2	0.907	Valid
Z3	0.891	Valid
Z4	0.833	Valid

Based on the table, it is explained that of the 20 indicators in the study, all have an outer loading value  $> 0.7$  with values ranging from 0.818 to 0.934, which means that the 20 indicators have a good correlation with the construct or all indicators can be declared valid because they have met the indicator validity requirements.

### Internal Reliability Test

The reliability test was conducted by calculating the Composite Reliability value, which tests the reliability value of the variable indicators. In addition, the reliability test can use the Cronbach's alpha value. Ghozali also stated that if the variable meets the composite reliability value if the value is  $> 0.6$  and the Cronbach's alpha value is  $> 0.7$ .

Table 2. Composite Reliability

Variables	Cronbach's Alpha	Composite Reability	Description
Career development	0.909	0.936	Reliabel
Employee productivity	0.935	0.953	Reliabel
Organizational climate	0.935	0.953	Reliabel
Work discipline	0.904	0.932	Reliabel
Work motivation	0.893	0.926	Reliabel

Based on this explanation, it can be concluded that the composite reliability value for all variables exceeds the requirement of 0.6, ranging from 0.893 to 0.953. Meanwhile, the Cronbach's alpha value for all variables is  $> 0.7$ , ranging from 0.935 to 0.953. These results indicate that all variables meet the criteria, and it can be concluded that all variables have good reliability values. The AVE (Average Variance Extracted) value for each variable is explained in the table below:

Table 3. Average Variance Extracted

Variables	Average Variance Extracted (AVE)	Description
Career development	0.786	Reliabel
Employee productivity	0.836	Reliabel
Organizational climate	0.837	Reliabel
Work discipline	0.776	Reliabel
Work motivation	0.758	Reliabel

Based on the table, it can be explained that the AVE values for all variables exceed 0.5, with values ranging from 0.758 to 0.837. Thus, it can be explained that each variable has good convergent validity.

### Discriminant Validity Test

From the AVE values obtained, a discriminant validity test was conducted, which explains that an indicator is considered to have discriminant validity if the square root of its AVE is greater than that of other variables. In addition, it can also be observed from the cross

loading values between the indicators and latent variables that exceed the values of other variables.

Table 4. Discriminant Validity Test

	Career development	Employee productivity	Organizational climate	Work discipline	Work motivation
X1.1	0.501	0.555	0.556	0.818	0.535
X1.2	0.688	0.749	0.744	0.896	0.706
X1.3	0.681	0.744	0.769	0.931	0.737
X1.4	0.754	0.766	0.782	0.875	0.770
X2.1	0.910	0.722	0.780	0.648	0.747
X2.2	0.859	0.699	0.788	0.708	0.772
X2.3	0.901	0.716	0.774	0.640	0.717
X2.4	0.875	0.764	0.807	0.678	0.765
X3.1	0.793	0.755	0.932	0.736	0.787
X3.2	0.829	0.720	0.917	0.708	0.771
X3.3	0.815	0.765	0.893	0.759	0.797
X3.4	0.814	0.802	0.916	0.788	0.888
Y1	0.780	0.934	0.813	0.780	0.884
Y2	0.762	0.930	0.766	0.785	0.814
Y3	0.754	0.910	0.743	0.697	0.775
Y4	0.698	0.883	0.722	0.689	0.788
Z1	0.752	0.755	0.799	0.704	0.849
Z2	0.774	0.827	0.771	0.685	0.907
Z3	0.773	0.831	0.813	0.741	0.891
Z4	0.643	0.687	0.708	0.613	0.833

Looking at the table, it can be observed that the average cross loading value exceeds 0.7, ranging from 0.752 to 0.932. Therefore, it can be concluded that all indicators meet the criteria and can be considered good and can be continued for further analysis.

### Evaluasi Inner Model

#### Coefficient of Determination (R<sup>2</sup>)

The Coefficient of Determination (R<sup>2</sup>) evaluation is used so that researchers can show how much effect or influence the independent variable has on the dependent variable.

Table 5. Coefficient of Determination (R<sup>2</sup>)

	R Square	Adjusted R Square
Employee productivity	0.832	0.826
Work motivation	0.815	0.810

Looking at the table, it can be explained that in this study there are two dependent variables: the Work Motivation variable, which is influenced by the Work Discipline variable, Career Development, and Organizational Climate, and the Employee Performance variable, which is influenced by the variables of Work Discipline, Career Development, Organizational Climate, and Work Motivation.

1. For the intervening variable Work Motivation, the R-Square value is 0.815. This explains that a large percentage of the predictor variables, namely Work Discipline, Career Development, and Organizational Climate, can explain Work Motivation by 81.5%. The remaining 18.5% (100% - 81.5% = 18.5%) is influenced by other factors that were not examined.
2. For the dependent variable Employee Productivity, the R-Square value is 0.832. This explains that a large percentage of the predictor variables, namely Work Discipline, Career Development, Organizational Climate, and Work Motivation, can explain Employee Productivity by 83%. The remaining 17% (100% - 83% = 17%) is influenced by other factors not discussed here.

### Hypothesis Testing

Based on the data analysis results in the previous subchapter, the researcher can determine the results of this research hypothesis. Hypothesis testing involves T statistics values, whereby the hypothesis is accepted if the T statistics value > T table. The discussion of the hypothesis in this study is as follows:

- H0 : There is no partial effect between the independent variables and the dependent variables.  
 H1 : There is a partial influence between the independent variables and the dependent variables

### Direct Influence

Table 6. Direct Effects

	Standar Deviasi (STDEV)	T Statistik (  O/STDEV  )	P Values	Description
Career development -> Employee productivity	0.181	0.984	<b>0.326</b>	<b>Not Significant</b>
Career development -> Work motivation	0.087	2.911	<b>0.004</b>	<b>Signifikan</b>
Organizational climate -> Employee productivity	0.163	0.422	<b>0.673</b>	<b>Not Significant</b>
Organizational climate -> Work motivation	0.105	5.003	<b>0.000</b>	<b>Signifikan</b>
Work discipline -> Employee productivity	0.078	3.254	<b>0.001</b>	<b>Signifikan</b>
Work discipline -> Work motivation	0.081	2.063	<b>0.040</b>	<b>Signifikan</b>
Work motivation -> Employee productivity	0.085	7.116	<b>0.000</b>	<b>Signifikan</b>

Based on the table above, it can be seen that:

- Career development on employee productivity

The path coefficient value obtained is positive at 0.181. It is also known that the T-Statistics value (0.984) > the T table value (1.976) and the P-value (0.326) < 0.05, so the H0 hypothesis is rejected and H1 is not accepted. This condition explains that there is no

effect of Career Development on Employee Productivity. This explains that an increase in the value of career development does not change the value of employee productivity, and vice versa.

- Career development on work motivation

A positive path coefficient value of 0.087 was obtained. It is also known that the T-Statistics value (2.911) > the T table value (1.976) and the P-value (0.004) < 0.05, so hypothesis H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This explains that there is a positive and significant effect of Career Development on Work Motivation. This describes that an increase in the value of career development can change the value of work motivation to increase as well, and vice versa..

- Organizational climate on employee productivity

The path coefficient value obtained is positive at 0.163. It is also known that the T-Statistics value (0.422) > the T table value (1.976) and the P-value (0.673) < 0.05, so the H<sub>0</sub> hypothesis is rejected and H<sub>1</sub> is not accepted. This explains that there is no effect of Organizational Climate on Employee Productivity. This can be described as follows: if the career development value increases, it does not change the employee productivity value to increase as well, and vice versa.

- Organizational climate affects work motivation

A positive path coefficient value of 0.105 was obtained. It is also known that the T-Statistics value (5.003) > the T table value (1.976) and the P-value (0.000) < 0.05, so hypothesis H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This condition explains that there is a significant and positive influence of Organizational Climate on Work Motivation. This condition explains that an increase in Organizational Climate can influence an increase in Work Motivation, and vice versa.

- Work Discipline on Employee Productivity

A positive path coefficient value of 0.078 was obtained. It is also known that the T-Statistics value (3.254) > the T table value (1.976) and the P-value (0.001) < 0.05, so hypothesis H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This condition explains that there is a positive and significant effect of Work Discipline on Employee Productivity. This condition illustrates that if the value of work discipline increases, then employee productivity also increases, and vice versa..

- Work discipline on work motivation

The path coefficient value obtained is positive at 0.081. It is also known that the T-Statistics value (2.063) > the T table value (1.976) and the P-value (0.040) < 0.05, so hypothesis H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This results in the statement that there is a significant positive effect of Work Discipline on Work Motivation. This condition is illustrated by the fact that when the value of Work Discipline increases, Work Motivation also increases, and vice versa.

- Work motivation on employee productivity

The path coefficient value obtained is positive at 0.085. It is also known that the T-Statistics value (7.116) > the T table value (1.976) and the P-value (0.000) < 0.05, so hypothesis H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This explains that there is a significant and

positive effect of Work Motivation on Employee Productivity. This condition is described based on the explanation that if the value of Work Motivation increases, the value of Employee Productivity also increases significantly, and vice versa.

## Indirect Influence

**Table 7. Indirect Effects**

	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values	Description
Career development -> Work Motivation >Employee productivity	0.056	2.735	<b>0.006</b>	<b>Significant</b>
Organizational climate -> Work Motivation >Employee productivity	0.086	3.715	<b>0.000</b>	<b>Significant</b>
Work discipline -> Work Motivation >Employee productivity	0.050	2.031	<b>0.043</b>	<b>Significant</b>

Based on the table above, it can be seen that:

- Career development on employee productivity through work motivation  
 The path coefficient value obtained was positive at 0.056. It is also known that the T-Statistics value (2.735) < the T table value (1.976) and the P-value (0.006) > 0.05, so the H0 hypothesis is accepted. This explains that there is no effect of Career Development on Employee Productivity through Work Motivation, or that the Work Motivation variable can be an intervening variable between and Employee Productivity.
- Organizational climate on employee productivity through work motivation  
 The path coefficient value obtained was positive at 0.086. It was also found that the T-Statistics value (3.715) > the T table value (1.976) and the P-value (0.000) < 0.05, so the H0 hypothesis was rejected and H1 was accepted. This indicates that there is an effect of Organizational Climate on Employee Productivity through Work Motivation, or that the Work Motivation variable can act as an intervening variable between Organizational Climate and Employee Productivity.
- Work discipline (X1) on employee productivity through work motivation  
 A positive path coefficient value of 0.050 was obtained. It is also known that the T-Statistics value (2.031) > the T table value (1.976) and the P-value (0.043) < 0.05, so the H0 hypothesis is rejected and H1 is accepted. This explains that there is a significant and positive effect of Work Discipline on Employee Productivity through Work Motivation, or that the Work Motivation variable can be used as an intervening variable between Work Discipline and Employee Productivity.

## 3.2. Discussion

### The Effect of Work Discipline on Employee Productivity

This condition explains that there is a significant and positive influence of Work Discipline on Employee Productivity. This condition states that if the value of work discipline increases, this will have an effect on employee productivity, which will also increase in value, and vice versa.

According to Hariandja, an increase in discipline is a factor that influences human resource management to improve employee performance. Raharjo also stated that work discipline can have an impact on employee productivity. Discipline in an organization is mandatory because it can affect the quality and quantity of work completed by employees [27]. [28] states that discipline has the benefit of educating employees to obey rules and policies. This has been proven by research conducted by [27], which states that work discipline has an impact on employee productivity.

### **The Effect of Work Discipline on Work Motivation**

This condition explains that there is a significant and positive influence of Work Discipline on Work Motivation. This condition states that if the value of work discipline increases, this will have an effect on work motivation, which will also increase in value, and vice versa.

The results of this study are supported by [29] research, which explains that organizational culture is a factor that can determine a person's attitude, beliefs, and behavior when working in an organization. This influence can be assessed by the extent to which a person can be motivated to respond to their cultural environment. Work motivation certainly influences employee behavior, which in turn influences the way employees make decisions.

### **The Effect of Career Development on Employee Productivity**

This explains that there is a significant and positive influence of Career Development on Employee Productivity. This statement also applies to situations where an increase in career development can also increase Employee Productivity.

[30] argue that if companies want to achieve their goals, they need to provide positive career development education for their employees. This is because it can influence the company's success in achieving its targets. However, the results of the study by [31] stated that there was no effect of career development on employee productivity. Meanwhile, the study by [32] showed that career development had a significant and positive effect on employee productivity.

### **The Effect of Career Development on Work Motivation**

Explanation if there is a significant and positive influence of Career Development on Work Motivation. This condition explains that an increase in career development can influence an increase in Work Motivation.

In line with the research by [33], the results obtained show that the factor that influences career development is Work Motivation. Work motivation itself can influence career development and create employee commitment. Career planning development must begin with the employee's desire to work, so that loyalty will be formed. The strength of employee loyalty is determined by the amount of value and belief that arises in the company environment [34].

### **The Influence of Organizational Climate on Employee Productivity**

The results of this study indicate that there is a direct effect of organizational climate on Employee Productivity at PT WON Finance. Thus, a good organizational climate will cause employees to improve their performance. The organizational climate at PT WOM Finance is perceived to have no direct effect on employee performance. Meanwhile, the indirect effect through work motivation shows that the organizational climate affects employee performance if employee work motivation is achieved.

The results of this study are in line with [35] opinion that organizational climate can improve performance. In order for performance to be good, the organizational climate must also be reciprocal. This means that there must be participation between superiors and subordinates, and good performance by superiors will improve the performance of subordinates. The organizational climate implemented by companies to improve employee performance is done by frequently conducting dialogues and sharing opinions with employees or informal meetings held outside of work in order to foster relationships.

### **The Influence of Organizational Climate on Work Motivation**

The results of this study indicate that there is a direct influence of organizational climate factors on the work motivation of PT WOM Finance employees. Thus, a good organizational climate will cause employees to increase their work motivation. The organizational climate of PT WOM Finance is perceived to have a direct positive effect on employee work motivation. Work motivation has a positive value, and the organizational climate must also be reciprocal. This means that it creates an element of participation between superiors and subordinates, and good work motivation among superiors will increase the work motivation of subordinates.

The organizational climate has a direct positive effect on employee work motivation. The organizational climate implemented by the company to increase work motivation is done by improving structural changes in accordance with employee job descriptions and providing a comfortable and conducive working atmosphere. This is done to encourage PT WOM Finance employees to increase their work motivation in achieving the company's goals.

### **The Effect of Work Motivation on Employee Productivity**

The results of this study indicate that there is a direct influence of work motivation factors on the performance of PT WOM Finance employees. Thus, good work motivation will cause employees to improve their performance. The perceived work motivation of PT WOM Finance has a direct positive effect on employee performance. Performance has good value, and work motivation must also be reciprocal. This means that it creates an element of participation between superiors and subordinates, and good performance by superiors will improve the performance of subordinates.

The results of this study are in line with [36] research. The same indicators were also used in this study. [36] states that companies want to achieve optimal performance in accordance with the targets set by the company, so companies must motivate employees so that they are willing to devote their energy and thoughts to their work.

The goal of an organization is an effort that should be made. The need for certain internal conditions that cause certain results to appear attractive. Motivation is the emergence

of behavior that leads to a specific goal with full commitment until the intended goal is achieved. Work motivation factors have a positive effect on the performance of PT WOM Finance employees in increasing motivation by making improvements such as rewards, incentives, and training so that employees are motivated to work harder to improve employee performance in achieving company goals.

#### 4. Conclusion

Based on the results of the research and discussion presented in the previous chapter, the following conclusions can be drawn:

- a. Work discipline has a positive and significant impact on employee productivity. This shows that, through both direct and indirect effects, the higher the level of work discipline among employees, the greater the increase in employee productivity.
- b. Career development and organizational climate have a positive but insignificant effect on employee productivity. This shows that, in terms of direct influence, higher levels of career development and organizational climate among employees do not necessarily lead to increased employee productivity.
- c. Work discipline, career development, and organizational climate have a positive and significant influence on employee work motivation. This variable refers to the self-confidence of employees in the Marketing and Collection divisions of PT WOM Finance to motivate themselves to successfully complete their work or assigned tasks. This shows that the higher the value of this variable among employees, the higher the motivation of PT WOM Finance employees.
- d. Motivation has a positive and significant effect on employee performance. This shows that the higher the motivation given, the better the performance of PT WOM Finance employees.

Motivation can mediate the influence of work discipline, career development, and organizational climate on employee productivity at PT WOM Finance, Indonesia. This is because the indirect influence is greater than the direct influence.

#### 5. Acknowledgement

The author would like to express his deepest gratitude to Muhammadiyah University Palopo for the academic support and facilities provided during this research process. Thanks are also extended to PT WOM Finance Sulawesi for providing access to data and valuable cooperation in conducting this research. The author would also like to thank the respondents, colleagues, and all parties who provided assistance, input, and support, enabling this research to be completed successfully. Finally, sincere appreciation is also extended to the organizing committee of the international conference for their constructive suggestions and input, which have contributed to enhancing the quality of this article.

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