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The Influence of Human Resource Maintenance and Work Discipline on Employee Work Productivity at the Al Sudais Indonesia Foundation, Depok City

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Abstract : *This study examines the relationship between Human Resource Maintenance and Work Discipline and Employee Work Productivity at the Al-Sudais Indonesia Foundation in Depok City. This research employed a quantitative approach with an associative design. The population consisted of 284 employees, with an initial sample of 166 respondents selected using probability sampling and the Slovin formula. After excluding five observations with extreme standardized residual values, 161 respondents were included in the final analysis. Data were collected through questionnaires, observations, and documentation and analyzed using IBM SPSS Statistics version 26. The analysis included validity and reliability tests, classical assumption tests, regression analysis, and hypothesis testing. Simple regression results showed that Human Resource Maintenance ($t = 2.846$, $p = 0.005$) and Work Discipline ($t = 5.684$, $p < 0.001$) had positive and significant relationships with employee productivity. However, multiple regression results indicated that Human Resource Maintenance was not statistically significant when Work Discipline was included in the model ($B = 0.004$, $t = 0.062$, $p = 0.950$). In contrast, Work Discipline remained positive and significant ($B = 0.455$, $t = 4.785$, $p < 0.001$). The overall regression model was statistically significant ($F = 16.053$, $p < 0.001$). These findings highlight the importance of work discipline as a significant predictor of employee productivity, while the relationship between Human Resource Maintenance and productivity is not significant after controlling for Work Discipline.*

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Introduction

Human resources are a crucial factor in carrying out organizational activities because they play a role in supporting the achievement of goals and increasing work productivity. Facing increasingly diverse work demands, employees are required to develop their potential, improve their quality of abilities, and contribute to achieving organizational goals. Therefore, organizations require competent human resources with abilities and skills, supported by good human resource management and work discipline to achieve optimal work productivity. Human resource management is crucial because it relates to organizational efforts to maintain the physical, mental, and behavioral conditions, well-being, safety, and work relationships of employees. According to Hasibuan (2016), management is an effort to maintain and/or improve the physical, mental, and behavioral conditions of employees so that they remain loyal and productive in achieving company goals. Furthermore, employee management also relates to the physical and psychological conditions during work, including communication, safety, health, and relationships within the organization (Issakh, 2015).

This context is relevant to the conditions of the Al-Sudais Indonesia Foundation in Depok City, an institution engaged in education, da'wah, and human resource development based on Islamic values. In carrying out various educational activities, the foundation is supported by teaching staff and educational staff who play a vital role in achieving the organization's goals. Employees are required to complete various tasks, such as teaching, keeping journals, collecting student data, preparing report cards, carrying out duties, and completing other tasks according to predetermined targets and deadlines. Therefore, human resource maintenance and work discipline are aspects that require attention because human resource maintenance can support employee working conditions, while work discipline can create order in the implementation of work.

Work productivity issues are evident from employee assessment data of the Al-Sudais Indonesia Foundation in Depok City for the period 2023 to 2025. The average employee work productivity in 2023 reached 82.75% and increased to 87% in 2024, but then decreased to 67% in 2025. Based on the assessment standards used in the study, the achievement of 67% is in the poor category. The decline is also seen in several aspects of productivity, namely work quality from 88% in 2024 to 82% in 2025, work quantity from 87% to 65%, work implementation from 86% to 60%, and responsibility from 87% to 61%. These conditions indicate a decline in employees' ability to maintain work results, complete work, carry out tasks, and fulfill assigned responsibilities.

One of the problems suspected to be related to this condition is the suboptimal maintenance of human resources. The results of a pre-survey of 40 employees showed that overall, only 40.5% of respondents answered "yes," while 59.5% answered "no." The problems were primarily seen in attention to occupational health and safety, superior support for employee mental health, the relationship between leaders and employees, and fair treatment and respect for employee opinions. Regarding the aspect of occupational health and safety, 62.5% of respondents answered "no," while regarding support for employee mental health, 67.5% answered "no." Furthermore, 55% of respondents assessed that the relationship between leaders and employees was not running well, and 65% stated that fair treatment and respect for employee feelings and opinions were not being met. These conditions indicate that human resource maintenance still faces several issues that need to be addressed in relation to work productivity.

Another issue relates to work discipline. A pre-survey of 40 employees showed that 45.5% of respondents answered “yes,” while 54.5% answered “no.” Problems were evident in punctuality, utilization of work time, target achievement, and work reporting. Fifty-five percent of respondents stated that employees did not arrive and leave within the stipulated working hours, 60% stated that work time was not utilized effectively, 67.5% stated that employees were unable to complete work according to targets, and 62.5% stated that work reports were not consistently prepared according to regulations. This condition is reinforced by 2025 attendance data, which shows an average of 145.58 absences per month from a total of 284 employees, with an average of 1.06% for leave, 0.87% for sickness, and 0.39% for no explanation. High levels of absence and problems with several discipline indicators have the potential to disrupt the smooth running of work and the achievement of organizational targets.

The purpose of this study is to determine the effect of human resource maintenance on employee work productivity, to determine the effect of work discipline on employee work productivity, and to determine the effect of human resource maintenance and work discipline simultaneously on employee

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work productivity at the Al-Sudais Indonesia Foundation in Depok City. This study is important because the problems of productivity, human resource maintenance, and work discipline found through productivity data, pre-surveys, and absences indicate the need for empirical testing of the relationship between these variables. In addition, previous research in the document shows evidence regarding the relationship between human resource maintenance and work discipline with various employee work results, but this study is directed to test human resource maintenance and work discipline together on employee work productivity at the Al-Sudais Indonesia Foundation object. Thus, the novelty of the study lies in testing both independent variables simultaneously in one research model in the context of the Al-Sudais Indonesia Foundation in Depok City.

Research Methods

This study uses a quantitative research type with an associative approach. According to Sugiyono (2020:36), "quantitative research with an associative approach is to determine the influence or relationship between two or more variables." This approach is used to test the influence of HR Maintenance and Work Discipline on Employee Work Productivity at the Al-Sudais Indonesia Foundation in Depok City. Sujarweni (2020:39) explains that quantitative research is a type of research that produces findings through statistical procedures or other means of quantification or measurement. Thus, the quantitative method in this study is used to obtain measurable data and test the relationship between the independent and dependent variables.

The research instrument used was a questionnaire containing statements regarding Human Resource Maintenance, Work Discipline, and Employee Work Productivity. Indicators of Human Resource Maintenance consist of good communication, compensation or incentives, occupational safety and health, employee welfare, and harmonious work relationships, as sourced from Hasibuan (2016:179). Indicators of Work Discipline include punctuality, effective use of time, compliance with organizational or company regulations, company targets, and the preparation of daily work reports, as sourced from Afandi (2021:21). Meanwhile, indicators of Employee Work Productivity include the quality of work results, quantity of work results, and work time and speed, as sourced from Siagian (2019:30).

Data collection was conducted through primary and secondary data. Primary data was obtained through questionnaires, observation, and documentation. Questionnaires were used to obtain respondents' answers through a set of questions or written statements, observations were used to supplement the data and compare the information with field conditions, while documentation was used to obtain data regarding the company's history, number of employees, and other necessary data. Secondary data was obtained through research journals, company history data, the company's vision and mission, literature studies, and other sources of information related to the research.

Data analysis was conducted through descriptive and quantitative analysis. Descriptive analysis was used to provide an overview of the data and phenomena studied. Furthermore, quantitative analysis was used to assess the condition, influence, and significance of the influence of the variables studied. Testing included instrument validity and reliability tests, classical assumption tests consisting of normality, multicollinearity, autocorrelation, and heteroscedasticity tests, then simple linear regression analysis and multiple linear regression analysis, correlation coefficient analysis, coefficient of determination, and hypothesis testing through t-test and F-test. All data processing and analysis processes were carried out using IBM SPSS Statistics version 26.

The research population comprises all subjects targeted by the research. The research document states that the employee population of the Al-Sudais Indonesia Foundation in Depok is 284. The sample was determined using probability sampling techniques, and the sample size was calculated using the Slovin formula, with a 5% margin of error. Based on these calculations, a sample size of 166 respondents was obtained. Further research data was obtained from the 166 respondents who provided answers to statements regarding the variables of Human Resource Maintenance, Work Discipline, and Employee Work Productivity.

The research procedure was carried out in stages during the research period starting in April 2026. The research stages began with observation, proposal preparation, proposal seminar, proposal revision, instrument preparation, questionnaire distribution, data tabulation, data processing, data analysis, and conclusion drawing. The research was conducted at the Al-Sudais Indonesia Foundation located at Jalan

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Raya Pengasinan, Pengasinan Village, Sawangan District, Depok City, West Java 16518. Furthermore, the data obtained from respondents were processed using SPSS version 26 through the stages of instrument testing, classical assumption testing, regression analysis, correlation analysis, coefficient of determination analysis, and hypothesis testing to obtain conclusions regarding the effect of HR Maintenance and Work Discipline on Employee Work Productivity.

Results and Discussion

Data Description

1. Respondent Category Data Description

A. Respondent Characteristics Based on Gender

Table 1. Gender Category

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	110	66.3	66.3	66.3
	Woman	56	33.7	33.7	100.0
	Total	166	100.0	100.0	

Source:Researchers processed data using SPSS V26 (2026)

Based on the table above, it can be seen that the number of male respondents was 110 respondents, or 66.3% of the total respondents, while the number of female respondents was 56 respondents, or 33.7% of the total respondents. From this data, it can be concluded that the majority of respondents who provided answers to this study were male.

B. Respondent Characteristics Based on Age

Table 2. Age Categories

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>36 years	16	9.6	9.6	9.6
	20 - 25 years	15	9.0	9.0	18.7
	26 - 30 years old	69	41.6	41.6	60.2
	31 - 35 years old	66	39.8	39.8	100.0
	Total	166	100.0	100.0	

Source:Researchers processed data using SPSS V.26 (2026)

Based on the table above, it can be seen that the number of respondents aged >36 years was 16 respondents or 9.6% of the total respondents, while the number of respondents aged between 20 and 25 years was 15 respondents or 9% of the total respondents.

Furthermore, there were 69 respondents aged between 26 and 30 years old, or 41.6% of the total respondents. Then, there were 66 respondents aged between 31 and 35 years old, or 39.8%. From this data, it can be concluded that the majority of respondents who provided answers in this study were aged 26 to 35 years old.

C. Respondent Characteristics Based on Education

Table 3. Education Categories

Last education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma (D1-D3)	4	2.4	2.4	2.4
	Postgraduate (S2/S3)	35	21.1	21.1	23.5
	Bachelor degree)	103	62.0	62.0	85.5
	High School/Vocational School	24	14.5	14.5	100.0
	Total	166	100.0	100.0	

Source:Researchers processed data using SPSS V.26 (2026)

Based on the table above, it can be seen that the number of respondents with a high school/equivalent education is 24 respondents or 14.5% of the total respondents, while respondents with a bachelor's degree (S1) are 103 respondents or 62% of the total respondents, then respondents with a postgraduate education (S2/S3) are 35 respondents or 21.1% of the total respondents. Then

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respondents with a D1-D3 education are 4 respondents or 2.4% of the total respondents.

From these data, it can be concluded that the majority of respondents who provided answers in this study had a bachelor's degree (S1).

D. Respondent Characteristics Based on Length of Service

Table 4. Length of Service Category

Length of work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 year	8	4.8	4.8	4.8
	> 6 years	53	31.9	31.9	36.7
	13 years old	50	30.1	30.1	66.9
	4-6 years	55	33.1	33.1	100.0
	Total	166	100.0	100.0	

Source:Researchers processed data using SPSS V.26 (2026)

Based on the table above, it can be seen that the number of respondents who The majority of respondents with a working period of 4–6 years, representing 55 respondents or 33.1% of the total respondents. Furthermore, 53 respondents or 31.9% of the total respondents had worked for more than 6 years, while 50 respondents or 30.1% had worked for 1–3 years. Respondents with a working period of less than 1 year were the smallest group, representing 8 respondents or 4.8%.

The data shows that the majority of respondents have worked at the Al-Sudais Indonesia Foundation for 4–6 years.

E. Respondent Answer Data Description

Table 5. Respondent Response Interval Table

Scale Range	Description / Criteria
1.00 – 1.79	Very Bad (STB)
1.80 – 2.59	Not Good (TB)
2.60 – 3.39	Not Good (KB)
3.40 – 4.19	Good (B)
4.20 – 5.00	Very Good (SB)

Source: : Sugiyono (2019:95)

Based onBased on the above criteria, an assessment can be made of the respondents' responses according to the statement items for each variable as follows:

Table 6. Respondents' Responses to the Human Resource Maintenance Variable (X1)

No.	Statement	Answer Criteria					Amount	Total Score	Average	Note
		SS	S	KS	TS	STS				
		5	4	3	2	1				
	Good communication									
1.	The boss conveys job information clearly and easily understood.	14	97	52	3	0	166	620	3.73	B
2.	I feel comfortable expressing opinions or input to superiors and colleagues.	10	73	72	11	0	166	580	3.49	B
	Compensation/Incentives									
3.	The incentives I receive are in accordance with the workload I do	7	27	94	34	1	166	494	2.98	KB
4.	Compensation provided by the foundation is done in a timely manner	2	11	64	83	6	166	418	2.52	TB
	Occupational Safety & Health (K3)									
5.	My work environment supports safety at work	61	94	10	1	0	166	713	4.30	SB
6.	The foundation provides occupational health support facilities for employees.	68	82	13	3	0	166	713	4.30	SB
	Employee welfare									

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No.	Statement	Answer Criteria					Amount	Total Score	Average	Note
		SS	S	KS	TS	STS				
		5	4	3	2	1				
7.	The foundation provides adequate welfare facilities for employees.	11	104	41	10	0	166	614	3.70	B
8.	My basic needs as an employee are taken care of by the foundation	20	74	65	7	0	166	605	3.64	B
	Harmonious Working Relationships									
9.	My relationship with my coworkers is going well and we are mutually supportive.	98	58	8	2	0	166	750	4.52	SB
10.	The boss treats all employees fairly	16	65	80	4	0	166	592	3.57	B
	Amount	307	686	499	158	10	1660	6099	3.67	B
	Percentage	18.49	41.33	30.06	9.52%	0.60%	100%			

Source: Questionnaire Data Processing Results

In summary, respondents' responses to the HR Maintenance variable (X1) were dominated by the Agree category, with 686 responses (41.33%), followed by Less Agree with 499 responses (30.06%), Strongly Agree with 307 responses (18.49%), Disagree with 158 responses (9.52%), and Strongly Disagree with 10 responses (0.60%). These results indicate that the majority of respondents assessed that the implementation of HR maintenance at the Al-Sudais Indonesia Foundation had been running well, although there were still several aspects that were deemed not to be fully in line with expectations.

Table 7. Respondents' Responses to the Work Discipline Variable (X2)

No.	Statement	Answer Criteria					Amount	Total Score	Average	Note
		SS	S	KS	TS	STS				
		5	4	3	2	1				
	Work on time									
1.	I always arrive on time according to the specified working hours.	36	121	8	1	0	166	691	4.16	B
2.	I completed the work according to the time specified.	55	92	18	1	0	166	697	4.20	SB
	Effective use of time									
3.	I use my working time effectively to complete tasks.	33	67	63	3	0	166	628	3.78	B
4.	I avoid non-work related activities during work hours.	20	33	87	25	1	166	544	3.28	KB
	Comply with all organizational or company regulations									
5.	I comply with all applicable rules and regulations at work	69	81	14	2	0	166	715	4.31	SB
6.	I understand the consequences of violating organizational regulations.	86	70	9	0	1	166	738	4.45	SB
	Company targets									
7.	I try to achieve the work targets set by the foundation	68	85	13	0	0	166	719	4.33	SB
8.	I am responsible for achieving the work targets given.	80	80	6	0	0	166	738	4.45	SB
	Make daily work reports									
9.	I make daily work reports regularly and on time.	74	79	11	2	0	166	723	4.36	SB
10.	The work reports I make reflect the work I actually do	68	90	4	3	1	166	719	4.33	SB
	Amount	589	798	233	37	3	1660	6912	4.16	B
	Percentage	35.48%	48.07%	14.04%	2.23%	0.18	100%			

Source: Questionnaire Data Processing Results

Based on respondents' responses to the Work Discipline variable (X2), the Agree category obtained the highest percentage, namely 798 answers (48.07%), followed by Strongly

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Agree with 589 answers (35.48%), Less Agree with 233 answers (14.04%), Disagree with 37 answers (2.23%), and Strongly Disagree with 3 answers (0.18%). These results indicate that the majority of respondents assessed that employee work discipline at the Al-Sudais Indonesia Foundation has been running well, especially in terms of punctuality, use of working time, compliance with regulations, target achievement, and preparation of work reports.

Table 8. Respondents' Responses to Employee Work Productivity Variable (Y)

No.	Statement	Answer Criteria					Amount	Total Score	Average	Note
		SS	S	KS	TS	STS				
		5	4	3	2	1				
Quality of employee work results										
1.	I try to complete the work with the best quality.	48	107	10	1	0	166	701	4.22	SB
2.	My work results are in accordance with the standards set by the foundation.	44	81	40	1	0	166	666	4.01	B
3.	I pay attention to accuracy in completing each job.	58	79	28	1	0	166	692	4.14	B
Quantity of employee work results										
4.	I can complete the amount of work according to the specified target.	56	79	30	1	0	166	688	4.14	B
5.	I am able to complete additional tasks without reducing the quality of the main work.	51	87	27	1	0	166	686	4.13	B
6.	I am able to complete the volume of work assigned to me every day	62	83	19	2	0	166	703	4.23	SB
Employee work time and speed										
7.	I can complete work quickly without compromising on quality.	57	86	20	3	0	166	695	4.19	B
8.	I am able to complete the work according to the given deadline.	63	82	18	3	0	166	703	4.23	SB
9.	I complete the work without delaying the time available.	63	89	13	1	0	166	712	4.29	SB
10.	I am able to work at a pace that suits the demands of the job given.	56	81	27	2	0	166	689	4.15	B
Amount		558	854	232	16	0	1660	6935	4.17	B
Percentage		33.61%	51.45%	13.98%	0.96%	0.00%	100%			

Source: Questionnaire Data Processing Results

The majority of respondents assessed that Work Discipline (X2) at the Al-Sudais Indonesia Foundation was running well, with 48.07% agreeing and 35.48% strongly agreeing. Only a small percentage gave a poor rating, so overall, employee work discipline was considered good.

Data Instrument Test

1. Validity Test

Table 9. Validity Test Results

Variables	Question	r Count	r Table	Information
Human Resources Maintenance	P01	0.578	0.1524	VALID
	P02	0.623	0.1524	VALID
	P03	0.695	0.1524	VALID
	P04	0.670	0.1524	VALID
	P05	0.574	0.1524	VALID
	P06	0.618	0.1524	VALID
	P07	0.576	0.1524	VALID
	P08	0.441	0.1524	VALID
	P09	0.494	0.1524	VALID
	P10	0.517	0.1524	VALID

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Work Discipline	P01	0.542	0.1524	VALID
	P02	0.462	0.1524	VALID
	P03	0.436	0.1524	VALID
	P04	0.494	0.1524	VALID
	P05	0.426	0.1524	VALID
	P06	0.535	0.1524	VALID
	P07	0.312	0.1524	VALID
	P08	0.328	0.1524	VALID
	P09	0.441	0.1524	VALID
	P10	0.533	0.1524	VALID
Employee Work Productivity	P01	0.259	0.1524	VALID
	P02	0.551	0.1524	VALID
	P03	0.549	0.1524	VALID
	P04	0.552	0.1524	VALID
	P05	0.477	0.1524	VALID
	P06	0.549	0.1524	VALID
	P07	0.478	0.1524	VALID
	P08	0.488	0.1524	VALID
	P09	0.442	0.1524	VALID
	P10	0.622	0.1524	VALID
	P01	0.259	0.1524	VALID

Source: Researchers processed data using SPSS V.26 (2026)

Based on the table above, it shows that each calculated r value is > t table or > from the value of 0.1524, this shows that each questionnaire is declared valid and can be used as a data collection tool in research.

2. Reliability Test

Table 10. Reliability Test Results

Variables	*Cronbach's Alpha*	Limit Value	Information
Human Resources Maintenance	0.781	0.600	Reliable
Work Discipline	0.627	0.600	Reliable
Employee Work Productivity	0.674	0.600	Reliable

Source: Researchers processed data using SPSS V.26 (2026)

In table 10, the results of the reliability test show that all variables have a fairly large Cronbach's alpha coefficient, namely above 0.60, so it can be said that all the measuring concepts for each variable in the questionnaire are reliable, which means that the questionnaire used in this study is a reliable or reliable questionnaire.

Classical Assumption Test

1. Normality Test

Table 11. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		161
Normal Parametersa,b	Mean	.0000000
	Standard Deviation	2.81636007
Most Extreme Differences	Absolute	.068
	Positive	.035
	Negative	-.068
Test Statistics		.068
Asymp. Sig. (2-tailed)		.063c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: Researchers processed data using SPSS V.26 (2026)

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value was 0.063. This value is greater than the significance level of 0.05

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(0.063 > 0.05), so it can be concluded that the residual data is normally distributed. Thus, the regression model has met the assumption of normality and can be used for hypothesis testing in the next stage.

Table 12. Elimination of Extreme Respondents

Respondents	X1	X2	Y	ZRE_1	Status
R11	34.00	28.00	49.00	3.63651	Extreme
R3	22.00	44.00	26.00	-3.02815	Extreme
R64	24.00	43.00	25.00	-3.06388	Extreme
R132	33.00	37.00	29.00	-3.31797	Extreme
R4	20.00	45.00	22.00	-4.64607	Extreme

Source: Researchers processed data using SPSS V.26 (2026)

During the initial reliability testing process, the research data did not meet the reliability criteria. After analyzing the data, five respondents were found to have extreme residual values, which affected the data distribution. In Table 4.12, these respondents were excluded from the analysis, resulting in a total of 161 respondents. After the adjustments were made, the normality test results showed a significance value of 0.063, thus the data were declared to have met the normality assumption. In addition to statistical tests, normality was also analyzed using a Normal Probability Plot (P-Plot) graph with the following conditions:

1). If the data points are around the diagonal line and follow the direction of the line, then the data is said to meet the normality assumption.
2). On the other hand, if the data points are spread far from the diagonal line or do not follow the direction of the line, then the data does not meet the normality assumption.

As shown in the image below:

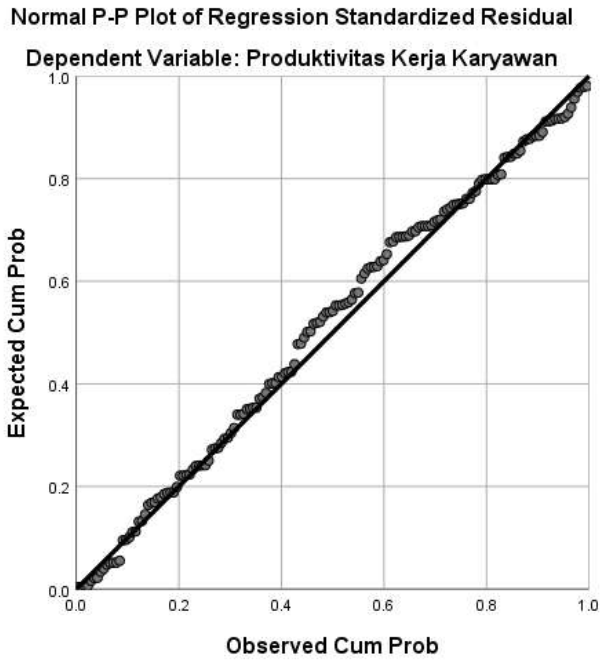


Figure 1.PP Plot Graph of Normality Test Results

Based on Figure 1. Normal PP Plot of Regression Standardized Residual, it can be seen that the residual points are spread around the diagonal line and mostly follow the direction of the line. Although there are some points that deviate slightly, these deviations do not indicate a significant pattern, and the residual distribution still follows a normal distribution.

The results of the observations in the graph are consistent with the One-Sample Kolmogorov-Smirnov test, which yielded an Asymp. Sig. value of 0.063, greater than 0.05. Thus, it can be concluded that the residuals in the regression model are normally distributed. Therefore, the assumption of normality in the regression analysis has been met, making the regression model

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suitable for use in hypothesis testing in the next stage.

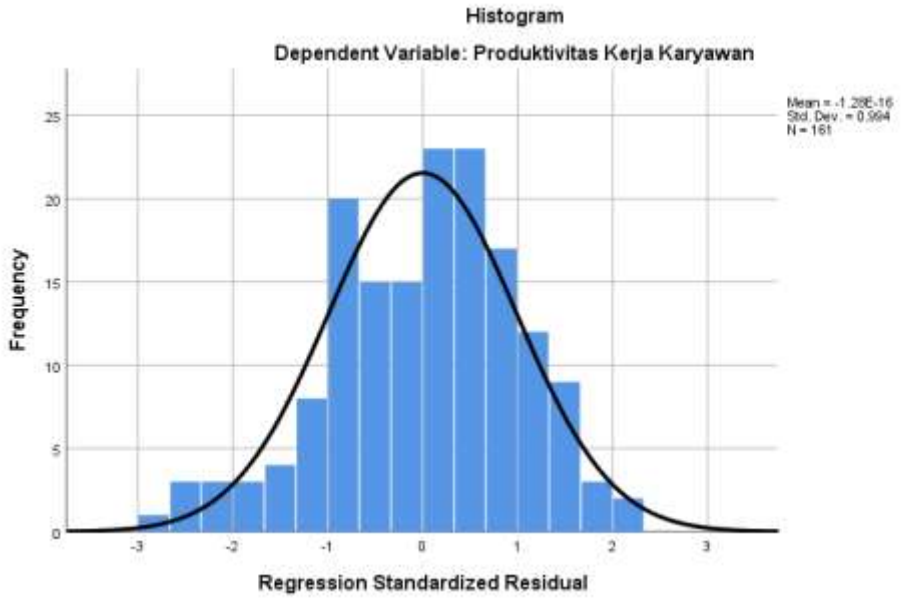


Figure 2. Histogram of Normality Test

Based on Figure 2, the Histogram of Regression Standardized Residuals, it can be seen that the residual data distribution forms a bell-shaped curve. The data frequency is concentrated around the midpoint, then gradually decreases to the left and right. This pattern indicates that the residual distribution tends to be symmetrical and approaches a normal distribution.

Furthermore, the normal curve displayed in the histogram follows the distribution pattern of the histogram bars quite well. This condition indicates that there are no significant distribution deviations. The results of the histogram observations also align with the results of the One-Sample Kolmogorov-Smirnov test and the Normal PP Plot, which indicate that the residuals are normally distributed. Therefore, it can be concluded that the normality assumption in the regression model has been met, allowing the regression analysis to proceed to the next testing stage.

2. Multicollinearity Test

Table 13. Multicollinearity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	22,818	3,402		6,707	.000		
	Human Resources Maintenance	.004	.065	.005	.062	.950	.723	1,383
	Work Discipline	.455	.095	.408	4,785	.000	.723	1,383

a. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on Table 13, the results of the multicollinearity test show that the HR Maintenance variable (X_1) has a tolerance value of 0.723 and a variance inflation factor (VIF) of 1.383. Meanwhile, the Work Discipline variable (X_2) also has a tolerance value of 0.723 and a VIF of 1.383. The tolerance value for both variables is greater than 0.10, while the VIF value is less than 10.

These results indicate that there is no strong relationship between the independent variables in the regression model. Therefore, the HR Maintenance and Work Discipline variables do not exhibit multicollinearity, thus meeting the classical assumptions and are suitable for use in multiple linear regression analysis to test their effect on Employee Work Productivity.

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3. Autocorrelation Test

Table 14. Guidelines for Autocorrelation Testing with Durbin-Watson (DW-Test)

Criteria	Information
<1000	There is autocorrelation
1,100 – 1,550	No Conclusion
1,550 – 2,460	No Autocorrelation
2,460 – 2,900	No Conclusion
> 2,900	There is Autocorrelation

Source: Algifari, (2018:88)

The results of the autocorrelation test are used to identify whether there is a relationship between the residuals in a particular period and the residuals in the previous period. The following presents the results of the autocorrelation test obtained from the research data analysis:

Table 15. Results of the Autocorrelation Test with Durbin-Watson

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.351a	.124	.158	2.83413	2.112

a. Predictors: (Constant), Work Discipline, Human Resource Maintenance
b. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on Table 15, the Durbin-Watson (DW) value is 2.112. Referring to the Durbin-Watson test guidelines in Table 14, this value is in the range of 1.550–2.460, indicating that the regression model does not experience autocorrelation. This means there is no relationship between the residuals in one observation and the residuals in other observations. By fulfilling the autocorrelation-free assumption, the regression model used in this study is considered to have met one of the classical assumptions, so the results of the regression analysis can be used as a basis for hypothesis testing.

4. Heteroscedasticity Test Results

Table 16. Results of Heteroscedasticity Test Using Glejser Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,484	1,956		2,292	.023
	Human Resources Maintenance	.041	.037	.101	1,092	.277
	Work Discipline	-.088	.055	-.150	-1.615	.108

a. Dependent Variable: Abs_RES

Source: Researchers processed data using SPSS V.26 (2026)

Based on the Glejser test results in Table 16, the significance value for Human Resource Maintenance is 0.277 and for Work Discipline is 0.108, both greater than 0.05. Therefore, these two variables do not exhibit heteroscedasticity. The scatterplot results also show a random distribution of residuals without any particular pattern, thus the regression model is declared free of heteroscedasticity and meets one of the classical assumptions.

The following is a scatter plot graph of the results of the heteroscedasticity test:

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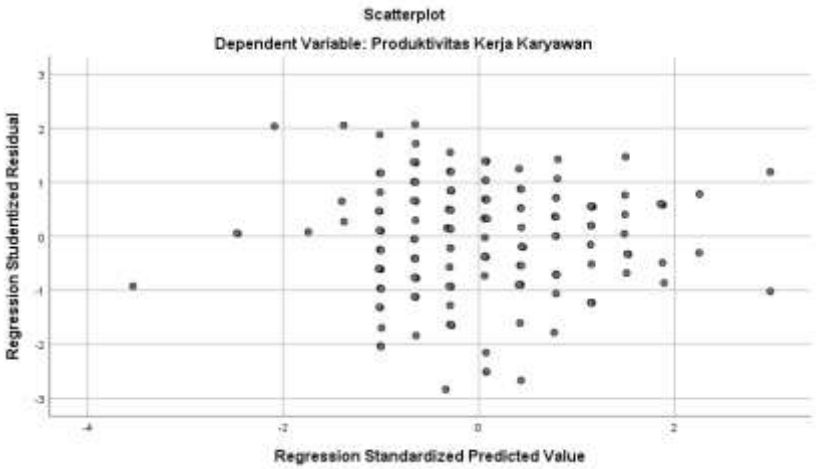


Figure 3. Heteroscedasticity Test Results

Source: Researchers processed data using SPSS V.26 (2026)

Based on Figure 3, the results of the heteroscedasticity test using a scatterplot show that the residual points are randomly distributed above and below the number 0 on the Y-axis. Furthermore, the distribution of the points does not form a specific pattern, such as a wavy, tapered, or wide pattern. The distribution of the points also appears irregular and does not follow a specific direction. This condition indicates that the residual variance tends to be constant at each predicted value.

Quantitative Analysis

1. Simple Linear Regression Analysis

Table 17. Simple Linear Regression Test Results for Human Resource Maintenance Variable (X1)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35,815	2,184		16,398	.000
	Human Resources Maintenance	.168	.059	.220	2,846	.005

a. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on the Coefficients table, the constant value is 35.815, while the regression coefficient for the HR Maintenance variable is 0.168. Thus, the simple linear regression equation formed is:

$$Y = 35.815 + 0.168X_1$$

1). The constant value of 35.815 means that if the value of Human Resource Maintenance is considered constant or has a value of zero, then the value of Employee Work Productivity is estimated to be 35.815.

2). The regression coefficient value of 0.168 is positive, meaning that every one-unit increase in HR Maintenance will increase Employee Work Productivity by 0.168 units. This relationship indicates that the better the implementation of human resource maintenance at the Al Sudais Indonesia Foundation, the more likely it is that employee work productivity will increase.

In addition, the partial test results (t-test) showed a calculated t-value of 2.846 with a significance value of 0.005. Since the significance value is less than 0.05, it can be stated that HR Maintenance has a positive and significant effect on Employee Work Productivity. Thus, the hypothesis stating that HR Maintenance has an effect on Employee Work Productivity can be accepted.

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Table 18. Results of Simple Linear Regression Test for Work Discipline Variable (X2)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,836	3,378		6,760	.000
	Work Discipline	.458	.081	.114	5,684	.000

a. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on Table 18, the results of data processing using SPSS version 26 show that the constant value is 22.836, while the regression coefficient of the Work Discipline variable is 0.458. Based on these values, a simple linear regression equation can be formulated as follows:

$Y = 22.836 + 0.458X_2$

The equation explains:

1). The constant value of 22.836 means that if the Work Discipline value is considered constant or has a value of zero, then the Employee Work Productivity value is estimated to be 22.836.

2). The regression coefficient value of 0.458 indicates a positive relationship between work discipline and employee productivity. This means that every one-unit increase in work discipline is estimated to increase employee productivity by 0.458 units, assuming other factors remain the same. This finding indicates that the better the level of employee work discipline, the higher the resulting work productivity.

2. Multiple Linear Regression Analysis

Table 19. Multiple Linear Regression Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,818	3,402		6,707	.000
	Human Resources Maintenance	.004	.065	.005	.062	.950
	Work Discipline	.455	.095	.408	4,785	.000

a. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on Table 19, the regression equation is $Y = 22.818 + 0.004X_1 + 0.455X_2$. Human Resource Maintenance (X_1) has a coefficient of 0.004 with a significance of 0.950 > 0.05, so it does not have a significant effect on Employee Work Productivity in the multiple regression model. Meanwhile, Work Discipline (X_2) has a coefficient of 0.455 with a significance of 0.000 < 0.05, so it has a positive and significant effect. Thus, in the model together, Work Discipline is a more dominant variable in influencing Employee Work Productivity.

Correlation Coefficient Analysis

Table 20. Guidelines for Providing Interpretation of Correlation Coefficients

Interval Value Interpretation of Correlation	Relationship Level
0.000 – 0.199	Very Low
0.200 – 0.399	Low
0.400 – 0.599	Currently
0.600 – 0.799	Strong
0,800 – 1,000	Very strong

Source: Sugiyono (2019:184)

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1. **Correlation Coefficient Test of Human Resource Maintenance on Employee Work Productivity**

Table 21. Results of the Partial Correlation Coefficient Test of Human Resource Maintenance (X1) on Employee Work Productivity (Y)

Correlations

		Human Resources Maintenance	Employee Work Productivity
Human Resources Maintenance	Pearson Correlation	1	.220**
	Sig. (2-tailed)		.005
	N	161	161
Employee Work Productivity	Pearson Correlation	.220**	1
	Sig. (2-tailed)	.005	
	N	161	161

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Researchers processed data using SPSS V.26 (2026)

Based on Table 21, the Pearson correlation value between HR Maintenance (X_1) and Employee Work Productivity (Y) is 0.220 with a significance level of 0.005 < 0.05. This means there is a positive and significant relationship with a low correlation level. The better HR maintenance, the higher employee work productivity tends to be.

2. **Correlation Coefficient Test of Work Discipline on Employee Work Productivity**

Table 22. Results of the Partial Correlation Coefficient Test of Work Discipline (X2) on Employee Work Productivity (Y)

Correlations

		Work Discipline	Employee Work Productivity
Work Discipline	Pearson Correlation	1	.338**
	Sig. (2-tailed)		.000
	N	161	161
Employee Work Productivity	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.000	
	N	161	161

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Processing Results

Based on Table 22, the Pearson correlation value between Work Discipline (X_2) and Employee Work Productivity (Y) is 0.338 with a significance level of 0.000 < 0.05. This means there is a positive and significant relationship with a low correlation level. The higher the work discipline, the more likely it is to increase employee work productivity.

3. **Test of the Correlation Coefficient of Human Resource Maintenance and Work Discipline on Employee Work Productivity**

Table 23. Results of the Simultaneous Correlation Coefficient Test of Human Resource Maintenance (X1) and Work Discipline (X2) on Employee Work Productivity (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.351a	.124	.158	2.83413	2.112

a. Predictors: (Constant), Work Discipline, Human Resource Maintenance

b. Dependent Variable: Employee Work Productivity

Source: SPSS Data Processing Results

Based on table 23, the correlation coefficient (R) value is 0.351. This value indicates that the relationship between the variables of Human Resource Maintenance (X1) and Work Discipline (X2) simultaneously on Employee Work Productivity (Y) is positive. Based on the guidelines for interpreting the correlation coefficient according to Sugiyono (2019:184), the coefficient value of 0.351 is in the interval of 0.200 - 0.399, so the level of relationship between the two independent variables together on Employee Work Productivity is included in the low category. Thus, it can be concluded that Human Resource Maintenance and Work Discipline simultaneously have a positive

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relationship with Employee Work Productivity.

Coefficient of Determination Test

Table 24. Results of Partial Determination Coefficient Test for Human Resource Maintenance (X1)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.220a	.048	.042	3.02295	2.105

a. Predictors: (Constant), HR Maintenance
b. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on Table 24, the R Square (R^2) value of 0.048 or 4.8% indicates that HR Maintenance (X_1) is able to explain Employee Work Productivity (Y) by 4.8%, while 95.2% is influenced by other factors outside the study. Although its contribution is relatively small, HR Maintenance is still proven to have a positive and significant effect on employee work productivity.

Table 25. Results of the Partial Determination Coefficient Test for Work Discipline (X2)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.338a	.114	.164	2.82524	2.111

a. Predictors: (Constant), Work Discipline
b. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on Table 25, the R Square (R^2) value of 0.114 or 11.4% indicates that Work Discipline (X_2) is able to explain Employee Work Productivity (Y) by 11.4%, while 88.6% is influenced by other factors outside the study. The contribution of Work Discipline is greater than HR Maintenance which is 4.8%, so the better the work discipline, the higher the employee productivity.

Table 26. Results of the Simultaneous Test of the Determination Coefficient of Human Resource Maintenance (X1) and Work Discipline (X2) on Employee Work Productivity (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.351a	.124	.158	2.83413	2.112

a. Predictors: (Constant), Work Discipline, Human Resource Maintenance
b. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

Based on the results of the determination coefficient test, an R Square (R^2) of 0.124 or 12.4% was obtained, which indicates that HR Maintenance (X_1) and Work Discipline (X_2) together are able to explain variations in Employee Work Productivity (Y) of 12.4%, while 87.6% is influenced by other factors outside the study. The Adjusted R Square value of 0.158 or 15.8% shows the model's ability after being adjusted for the number of variables and samples.

Hypothesis Testing

1. t-test (Partial Test)

Table 27. Results of the t-Test of Human Resource Maintenance on Employee Work Productivity

coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	35,815	2,184		16,398	.000
	Human Resources Maintenance	.168	.059	.220	2,846	.005

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a. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

The test results show a calculated t of 2.846 > t table 1.975 with a significance value of 0.005 < 0.05, so H_{01} is rejected and H_{a1} is accepted. This means that HR Maintenance (X_1) has a positive and significant partial effect on Employee Work Productivity (Y) at the Al-Sudais Indonesia Foundation, Depok. The better the HR maintenance through welfare, protection, appreciation, and attention to employee needs, the higher the employee work productivity.

Table 28. Results of the t-Test of Work Discipline on Employee Work Productivity

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,836	3,378		6,760	.000
	Work Discipline	.458	.081	.338	5,684	.000

a. Dependent Variable: Employee Work Productivity

Source: Researchers processed data using SPSS V.26 (2026)

The test results show a calculated t of 5.684 > t table 1.975 with a significance value of 0.000 < 0.05, so that H_{02} is rejected and H_{a2} is accepted. This means that Work Discipline (X_2) has a positive and significant partial effect on Employee Work Productivity (Y) at the Al-Sudais Indonesia Foundation, Depok. The better the employee's work discipline, the higher the resulting productivity.

2. F Test (Simulation Test)

Table 29. Simultaneous Test Results (F Test)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	257,892	2	128,946	16,053	.000b
	Residual	1269.101	158	8,032		
	Total	1526,994	160			

a. Dependent Variable: Employee Work Productivity

b. Predictors: (Constant), Work Discipline, Human Resource Maintenance

Source: Researchers processed data using SPSS V.26 (2026)

Based on the results of the ANOVA test, the calculated F was 16.053 > F table 3.05 with a significance value of 0.000 < 0.05, so that H_{03} was rejected and H_{a3} was accepted. This means that HR Maintenance (X_1) and Work Discipline (X_2) simultaneously have a positive and significant effect on Employee Work Productivity (Y) at the Al-Sudais Indonesia Foundation, Depok. These results indicate that the implementation of good HR maintenance and high work discipline can simultaneously increase employee work productivity.

Discussion Results

1. The Influence of Human Resource Maintenance on the Work Productivity of Employees of the Al-Sudais Indonesia Foundation in Depok

Based on partial hypothesis testing, HR maintenance has a positive and significant effect on employee work productivity. This is indicated by the calculated t-value of 2.846 > t-table 1.975 with a significance level of 0.005 < 0.05, thus the hypothesis is accepted. This means that the better the HR maintenance implemented, the higher the employee work productivity.

These results indicate that human resource management through attention to health, safety, welfare, security, and comfort at work can create working conditions that support employees to perform optimally. This finding aligns with Issakh (2015) and research by Novianti (2023), Pradita (2022), and Rosyida (2024), which showed that human resource management contributes to increased work productivity. Although the contribution of human resource management to productivity is only 4.8%, its influence remains statistically significant, indicating that this variable is a factor that plays a role in increasing employee productivity.

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2. The Influence of Work Discipline on the Work Productivity of Employees of the Al-Sudais Indonesia Foundation in Depok

Based on partial hypothesis testing, work discipline has a positive and significant effect on employee productivity. The calculated t-value is 5.684 > t-table 1.975 with a significance level of 0.000 < 0.05, so H0 is rejected and Ha is accepted. This means that the better the employee's work discipline, the higher the resulting productivity.

Work discipline encourages employees to arrive on time, utilize their time effectively, comply with regulations, achieve targets, and complete work according to regulations. These results align with Hasibuan's (2020) theory and research by Nurdjati (2022), Ndruru (2024), and Amelia (2023), which shows that work discipline has a positive and significant impact on productivity. Therefore, consistent implementation of regulations, leadership role models, and performance evaluations are essential to improve employee productivity.

3. The Influence of Human Resource Maintenance and Work Discipline on the Work Productivity of Employees of the Al-Sudais Indonesia Foundation in Depok

Based on simultaneous hypothesis testing, HR Maintenance and Work Discipline jointly have a positive and significant effect on Employee Work Productivity. This is indicated by the calculated F value of 16.053 > F table 3.05 with a significance of 0.000 < 0.05, so H0 is rejected and Ha is accepted.

The R Square value of 0.124 indicates that HR Maintenance and Work Discipline simultaneously explain 12.4% of the variation in work productivity, while 87.6% is influenced by other factors outside the study. These results indicate that work productivity is the result of a combination of good working conditions through HR maintenance and disciplined work behavior. In line with Hasibuan (2020), the consistent implementation of these two aspects can create a conducive work environment so that employees are able to work more effectively, efficiently, and productively.

Conclusion

Based on the research results, Human Resource Maintenance and Work Discipline are proven to have an effect on the Work Productivity of Al-Sudais Indonesia Foundation Employees in Depok. Partially, Human Resource Maintenance has a positive and significant effect with a calculated t value of 2.846 and a significance of 0.005, while Work Discipline has a positive and significant effect with a calculated t value of 5.684 and a significance of 0.000. Simultaneously, both variables also have a positive and significant effect on work productivity with a calculated F of 16.053 and a significance of 0.000. The R Square value of 12.4% indicates that Human Resource Maintenance and Work Discipline together explain 12.4% of the variation in work productivity, while 87.6% is influenced by other factors outside the research. These findings indicate that Work Discipline has a greater contribution than Human Resource Maintenance in the research model.

The limitations of this study lie in the relatively low ability of the model to explain variations in work productivity, so that there are still other factors that have not been analyzed. Further research is recommended to consider other variables such as work motivation, leadership, compensation, competence, work environment, organizational culture, and job satisfaction as well as expanding the object and number of respondents to obtain more comprehensive results. Practically, the Al-Sudais Indonesia Foundation needs to maintain and improve its HR maintenance program by paying attention to employee welfare, protection, and comfort, while strengthening discipline through consistent implementation of regulations, exemplary leadership, punctuality, target achievement, and regular work evaluations to support increased employee productivity.

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