

The Effect of Work Discipline and Organizational Culture on Work Productivity With Competency as an Mediation Variable in Sand Mining Companies in Pabuaran District, Serang, Banten

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Abstract

This study aims to analyze the influence of work discipline and organizational culture on work productivity, with competency as a mediation variable, at a sand mining company in Pabuaran District, Serang Regency, Banten Province. The research method used was a quantitative approach with Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis. The population in this study was all 84 employees at three sand mining companies. A census sampling technique was used to select the entire population. The results showed that work discipline had a positive and significant effect on work productivity ($\beta=0.570$; $t=5.931$; $p=0.000$) and on competency ($\beta=0.429$; $t=3.771$; $p=0.000$). Organizational culture also had a positive and significant effect on work productivity ($\beta=0.175$; $t=2.467$; $p=0.014$) and on competence ($\beta=0.315$; $t=2.779$; $p=0.006$). Competence was shown to have a positive and significant effect on work productivity ($\beta=0.280$; $t=3.448$; $p=0.001$). Furthermore, competence mediated the effect of work discipline on work productivity ($\beta=0.120$; $t=1.976$; $p=0.049$) and the effect of organizational culture on work productivity ($\beta=0.088$; $t=2.653$; $p=0.008$). This study implies that work productivity can be increased by strengthening work discipline and improving organizational culture, while still considering competency development as a factor that strengthens this relationship. These efforts are expected to encourage more optimal, effective, and high-quality work productivity in the sand mining sector.

Kata Kunci: Work Discipline; Organizational Culture; Competence; Work Productivity

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INTRODUCTION

Work productivity is a crucial factor in determining an organization's success in achieving its stated goals (Nachum, 2026). In an era of global competition and increasing demands for efficiency, organizations are required to optimally increase work productivity, both in the public and private sectors (Díaz-leyva & Casc, 2026). Work productivity reflects the ability of human resources to produce output effectively and efficiently, making it a key indicator in assessing organizational performance (Retno et al., 2026).

In the mining industry, work productivity plays a highly strategic role because it is directly related to achieving production targets and the sustainability of company

operations. The mining industry, including sand mining, is characterized by dynamic work, high risk, and requires good coordination among workers. Therefore, increasing work productivity is not solely determined by technical factors but also greatly influenced by the quality of human resources (Setiadi et al., 2026).

In recent years, the mining sector in Indonesia has also faced various complex challenges. Industry reports indicate that pressure on operational efficiency is increasing due to fluctuating commodity prices and government policies in the energy and mineral resources sector (Indonesian Mining Association, 2025). Furthermore, national media coverage has highlighted that several mining companies are experiencing challenges in maintaining production stability due to internal organizational factors, including poor work discipline and suboptimal workforce management (CNN Indonesia, 2025).

Human resources within an organization play a crucial role as the primary driver of all operational activities. In this context, work discipline is a key factor influencing productivity (Ferraz et al., 2026). Work discipline reflects the level of employee compliance with applicable rules and procedures within the organization. Employees with high work discipline tend to work regularly, on time, and responsibly in their assigned tasks, thus increasing work productivity (Handique & Ranjan, 2026).

Besides work discipline, organizational culture is also a crucial factor influencing work productivity. Organizational culture reflects the values, norms, and habits that develop within the work environment, which can influence employee behavior. A conducive organizational culture creates a comfortable work environment, enhances teamwork, and encourages employees to work more effectively and efficiently (Ruparel et al., 2026).

On the other hand, employee competence is also a crucial factor in determining work productivity. Competence encompasses the knowledge, skills, and work attitudes possessed by employees in carrying out their duties (Suryani, 2024). Employees with good competence will be able to complete work more quickly, accurately, and in accordance with established standards. Therefore, competence can act as a factor that strengthens the influence of work discipline and organizational culture on work productivity (Aamir et al., 2024).

A sand mining company in Pabuaran District, Serang Regency, Banten Province, is one of the business sectors that plays a role in supporting regional infrastructure development (Bansal et al., 2026). The company's operational activities involve a workforce with diverse backgrounds and varying levels of competence, making human resource management a crucial aspect in supporting production targets. However, in practice, mining companies in the region have yet to achieve these targets (Wang et al., 2025).

The phenomenon in this research is that increasing employee productivity still faces various challenges. Some of the problems frequently encountered include suboptimal work discipline, an organizational culture that does not fully support work effectiveness, and employee competency that still needs to be improved, particularly in technical and operational aspects (Rai & Koodamara, 2025). This aligns with a recent research report stating that low work discipline and technical competency are among the main causes of suboptimal work productivity in the extractive industry sector (Baptiste et al., 2024).

The achievement of work productivity at the sand mining company in Pabuaran District has increased from month to month in 2026, but has not yet reached the target set by the company. In February 2026, the level of work productivity achievement was 77.5%, then increased to 81.2% in March 2026, and again increased to 83.5% in April 2026. Although showing a positive trend, this achievement is still below the optimal target of 100%, so it can be said that employee work productivity is not yet fully optimal.

This situation indicates that various issues remain in human resource management, impacting the achievement of production targets. One suspected contributing factor is inconsistent work discipline, such as persistent lateness and lack of adherence to operational

procedures. Furthermore, an organizational culture that doesn't fully support work effectiveness, such as ineffective communication and suboptimal teamwork, also poses a barrier to increasing employee productivity (Binu & Kumar, 2025).

On the other hand, employee competency is also a crucial factor that requires attention. Some employees still lack adequate technical skills and lack a thorough understanding of work procedures and safety aspects. This situation has the potential to hinder work effectiveness and result in production targets not being achieved optimally (Ayme et al., 2025).

Based on the results of a pre-survey of 20 respondents, it appears that employee productivity at a sand mining company in Pabuaran District is still suboptimal. This is demonstrated by the predominance of "less than" responses for each indicator studied.

Sixty-five percent of respondents stated that work target achievement was still suboptimal. Furthermore, 70% of respondents assessed that work completion was not on time. Furthermore, 75% of respondents stated that the work discipline indicator was inadequate, indicating a low level of employee discipline at work.

These findings indicate that the main challenges to work productivity lie in achieving targets, punctuality, and work discipline. Therefore, this situation provides an important basis for further research into the factors influencing work productivity, particularly work discipline, organizational culture, and competence (Kpenou et al., 2026).

Based on the results of a pre-survey, it can be concluded that productivity issues at sand mining companies in Pabuaran District are inextricably linked to various internal organizational factors, one of which is work discipline. Low levels of discipline, particularly in terms of punctuality and adherence to work procedures, are suspected to be one of the causes of suboptimal production target achievement. This situation demonstrates that work discipline plays a crucial role in supporting increased employee productivity (Yin et al., 2025).

Empirically, the relationship between work discipline and productivity has been extensively studied by previous researchers. Several studies have shown that work discipline has a positive and significant impact on work productivity. For example, Rahman's (2025) study found that work discipline can improve employee performance by increasing compliance with regulations and work effectiveness. Similarly, Putra & Wibowo (2024) also stated that work discipline contributes significantly to increased productivity, particularly in terms of punctuality and work responsibility.

However, not all studies show consistent results. Research by Lestari et al. (2024) found that work discipline had no significant effect on work productivity. Similar results were also presented by Pratama et al. (2026), who stated that the influence of work discipline on work productivity is highly dependent on other factors, such as organizational culture and working conditions. Meanwhile, research by Hidayat & Nugraha (2025) showed that work discipline does not directly affect work productivity, but rather through mediating variables such as competence.

The differences in research results indicate a research gap regarding the influence of work discipline on productivity. Some studies indicate a significant direct effect, while others indicate that the effect is insignificant or indirect through intervening variables. This indicates that the relationship between work discipline and productivity requires further study, considering other variables that could strengthen the relationship.

Based on the background and phenomena that have been discussed, the problem formulation in this research includes: (1) Is there a significant influence of work discipline on work productivity at the sand mining company in Pabuaran. (2) Is there a significant influence of organizational culture on work productivity at the sand mining company in Pabuaran. (3) Is there a significant influence of work discipline on competence at the sand mining company in Pabuaran. (4) Is there a significant influence of organizational culture on

competency in sand mining companies in Pabuaran. (5) Is there a significant influence of competency on work productivity in sand mining companies in Pabuaran. (6) Does work discipline have a significant influence on work productivity through competency at the sand mining company in Pabuaran. (7) Does organizational culture have a significant influence on work productivity through competency at the sand mining company in Pabuaran.

METHODOLOGY

Study Design

The type of research used in this study is quantitative research with a descriptive causality method which functions to describe or provide an overview of the object being studied through data or samples that have been collected as they are, without conducting analysis and making general conclusions.

Population & Sample

The population of this study was all employees working at sand mining companies in Pabuaran District, Serang Regency, Banten Province, namely CV. Bumi Pabuaran Sentosa, PT Wahyu Putra Mulya, and Tambang Pasir DJ. The population size in this study was set at 84 people, consisting of field operational workers, heavy equipment operators, transport drivers, administrative staff, and field supervisors involved in sand mining activities.

The sampling technique in this study uses saturated sampling (census), a sampling technique where all members of the population are used as research respondents, thus eliminating the need for sampling a portion of the population. This technique was used because the population in this study was relatively small, no more than 100 respondents, allowing the entire population to be reached and studied as a whole (Sugiyono, 2023). The sample size in this study was 84 respondents.

Data Collection Technique

The data collection method used in this study is library research, this data is obtained through documents, books, or other scientific writings, with the intention of complementing the primary data in the field and field studies include questionnaires and interviews to complement the questionnaire data. Questionnaire data is analyzed using a Likert Scale with a range of 1 to 5.

Data Analysis Technique

The data analysis techniques in this study are divided into two, namely descriptive data analysis and inferential analysis, namely statistical analysis using SmartPLS.

RESULTS AND DISCUSSION

The results of the inferential test using SEM PLS were first tested using the outer model analysis using the PLS Algorithm module to test the validity and reliability of each indicator item used to measure each variable. The validity test was conducted using three parameters, namely convergent validity, Average Variance Extracted(AVE) and discriminant validity. Meanwhile, the reliability test is measured using 2 parameters, namely composite reliability(CR) and Cronbach's Alpha The results can be seen in Figure 1 and Table 1.

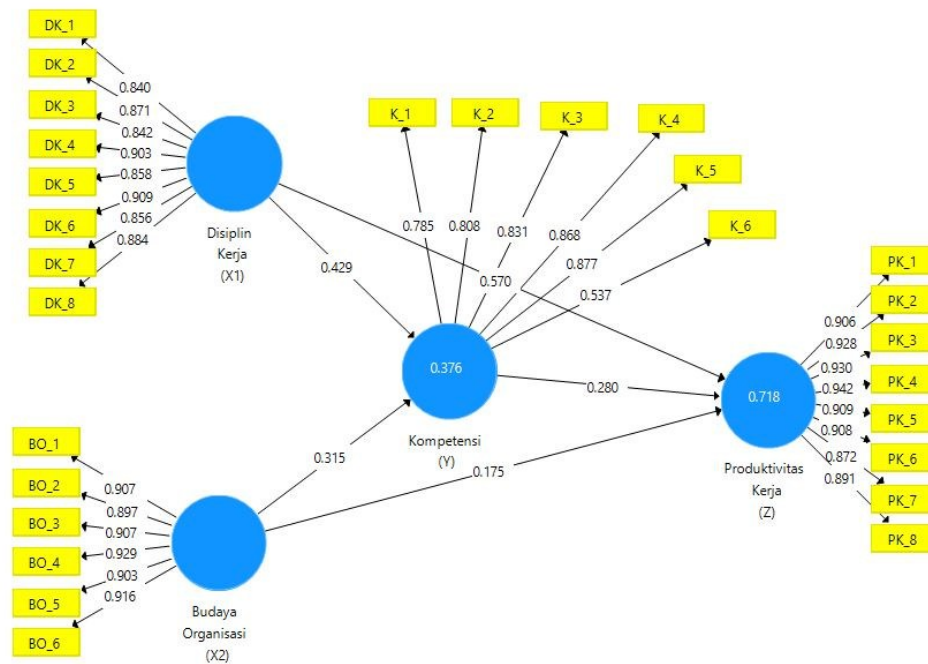


Figure 1 Outer Model Analysis Results (PLS Algorithm)

Table 1 Test Result Average Variance Extracted (AVE), composite reliability (CR) and Cronbach's Alpha

Variabel	Average Variance Extracted (AVE)	Composite reliability (rho_c)	Cronbach's alpha
Work discipline	0.758	0.962	0.954
Organizational Culture	0.828	0.966	0.958
Competency	0.628	0.908	0.894
Work productivity	0.830	0.975	0.971

Source: SEM PLS data processing results (2026)

Based on Figure 1 and Table 1 test results *outer analysis* From the three parameters that have been carried out, all of them are valid and reliable, so the SEM PLS test can be continued to inner *analysis* because all indicators are capable of measuring their respective Latin variables. Next, a hypothesis test is conducted to determine the significance of the relationship between each variable, both directly and indirectly, and this will be explained in Table 2.

Table 2 Results of Significance Test (Hypothesis Test) of Direct & Indirect Effects

Variable relationship	t-statistic	H ₀	information
Work discipline → Work productivity	5,931	rejected	accepted

Variable relationship	t-statistic	H ₀	information
Organizational culture → Work productivity	2,467	rejected	accepted
Work discipline → competency	3,771	rejected	accepted
Organizational culture → competency	2,779	rejected	accepted
competency → Work productivity	3,448	rejected	accepted

Keterangan	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
discipline → competency → work productivity	0.088	0.082	0.033	2.653	0.008
Organizational culture → competency → work productivity	0.120	0.134	0.061	1.976	0.049

Source: SEM PLS data processing results (2026)

The results of the significance test (hypothesis) analysis presented in Tables 1 and 2 yield a model that empirically demonstrates the seven estimated inter-variable influences. Of the seven inter-variable influences depicted in the full model analysis, the results indicate that all variables have a significant influence, thus the hypothesis developed in this study can be accepted.

H1: The Influence of Work Discipline on Work Productivity

The test results show that the beta coefficient value is 0.570 and the T-statistic is 5.931. This value is significant because $5.931 > 1.96$, so it can be concluded that Work Discipline has a positive and significant effect on Work Productivity.

The results of this study align with research conducted by Sari & Pratama (2025), Nugroho & Saputra (2026), and Hidayat (2025), which found that work discipline has a positive influence on work productivity. This indicates that the higher the level of employee discipline, the higher the resulting work productivity.

Theoretically, work discipline is the level of employee awareness and compliance in adhering to the regulations, procedures, and work responsibilities established by the organization (Rahman, 2025). Employees with high work discipline will be able to work regularly, on time, and in accordance with work standards, thereby increasing work effectiveness and efficiency.

Based on field studies, work discipline has been found to have a positive impact on productivity. Employees who comply with work rules, consistently complete tasks, and take responsibility for their work tend to perform more optimally. Furthermore, work discipline also reflects employee commitment to the organization, which contributes to increased overall productivity (Agustini et al., 2023).

Based on journal studies, work discipline is recognized as a crucial factor in improving human resource quality and organizational performance. Good work discipline fosters consistent work behavior, increases work efficiency, and minimizes errors in task execution (Nugroho & Saputra, 2026). With strong work discipline, organizations can create a productive work environment and optimally support the achievement of organizational goals.

H2: The Influence of Organizational Culture on Work Productivity

The test results show that the beta coefficient value is 0.175 and the T-statistic is 2.467. This value is significant because $2.467 > 1.96$, so it can be concluded that Organizational Culture has a positive and significant effect on Work Productivity.

The results of this study indicate that organizational culture has a positive effect on work productivity. This finding aligns with research conducted by Siregar & Putri (2026), Rahman & Hidayat (2025), and Nugroho et al. (2026), which found that organizational culture has a positive influence on increasing employee work productivity. This demonstrates that a positive organizational culture can create a supportive work environment, thereby improving employee performance.

Theoretically, organizational culture is a system of values, norms, and habits that develop within an organization and influence employee attitudes and behavior at work (Rahman & Hidayat, 2025). A strong organizational culture will encourage employees to work in accordance with organizational values, increase discipline, and create a conducive and productive work environment.

Based on field research, it was found that a positive organizational culture—such as open communication, cooperation between employees, and the application of organizational values in the workplace—can increase employee morale and productivity. Employees who work in a harmonious and supportive organizational environment tend to have more optimal performance levels.

In literature reviews, organizational culture is also recognized as a crucial factor in improving work productivity. A conducive organizational culture can increase work motivation, strengthen employee commitment, and encourage employee engagement within the organization (Siregar & Putri, 2026). Therefore, a positive organizational culture will create effective and efficient working conditions and positively contribute to achieving organizational goals.

H3: The Influence of Work Discipline on Competence

The test results show that the beta coefficient value is 0.429 and the T-statistic is 3.771. This value is significant because $3.771 > 1.96$, so it can be concluded that Work Discipline has a positive and significant effect on Competence.

The results of this study indicate that work discipline has a positive effect on competence. This finding aligns with research conducted by Rahman (2025), Hidayat (2025), and Pratama & Nugroho (2026), which found that work discipline positively influences

employee competence. This suggests that the higher the level of employee discipline, the better their job competency.

Theoretically, work discipline is the level of employee awareness and compliance in adhering to the regulations, procedures, and work responsibilities established by the organization (Rahman, 2025). Employees with high work discipline tend to work consistently, purposefully, and according to standards, thereby improving their knowledge, skills, and work attitudes as part of their competencies.

Based on field research, it was found that good work discipline can improve employee competence. Employees who are accustomed to working in an orderly manner, following work procedures, and taking responsibility for their duties will more quickly understand their work, improve their skills, and develop the ability to complete tasks effectively.

In literature reviews, work discipline is also recognized as a crucial factor in developing employee competency. Strong work discipline will encourage consistency in work, enhance work experience, and strengthen an individual's ability to face job demands (Pratama & Nugroho, 2026). Therefore, good work discipline will positively contribute to improving employee competency within an organization.

H4: The Influence of Organizational Culture on Competence

The test results show that the beta coefficient value is 0.315 and the T-statistic is 2.779. This value is significant because $2.779 > 1.96$, so it can be concluded that Organizational Culture has a positive and significant effect on competence.

The results of this study indicate that organizational culture has a positive effect on competency. This finding aligns with research conducted by Rahmawati (2025), Siregar & Putri (2026), and Hidayah et al. (2025), which states that organizational culture has a positive influence on improving employee competency. This suggests that the better the organizational culture implemented, the higher the level of employee competency in carrying out their work.

Theoretically, organizational culture is a system of values, norms, and habits that develop within an organization and influence employee attitudes and behaviors at work (Rahmawati, 2025). A strong organizational culture will encourage employees to work according to standards, increase discipline, and establish effective work patterns, which will impact increased competence.

Based on field research, it was found that a supportive organizational culture – such as good cooperation between employees, open communication, and the application of organizational values in their work – can improve employee competence. Employees who work in a conducive organizational environment tend to more easily develop professional knowledge, skills, and work attitudes.

In literature reviews, organizational culture is also recognized as a crucial factor in developing employee competency. A conducive organizational culture can increase work motivation, employee engagement, and commitment to the organization (Siregar & Putri, 2026). Therefore, a positive organizational culture will positively contribute to improving employee competency within the organization.

H5: The Influence of Competence on Work Productivity

The test results show that the beta coefficient value is 0.280 and the T-statistic is 3.448. This value is significant because $3.448 > 1.96$, so it can be concluded that Competence has a positive and significant effect on Work Productivity.

The results of this study indicate that competence has a positive effect on work productivity. This finding aligns with research conducted by Rahman (2025), Hidayah et al. (2025), and Pratama & Nugroho (2026), which found that competence has a positive effect on

work productivity. This suggests that the higher an employee's competence, the higher their work productivity.

Theoretically, competence is an individual's ability, encompassing the knowledge, skills, and work attitudes necessary to perform tasks effectively (Rahman, 2025). Employees with high competence will be able to complete work more quickly, accurately, and in accordance with established organizational standards, thereby increasing work productivity.

Based on field research, it was found that employees with good competencies tend to be more capable of completing work effectively and efficiently. Task mastery, technical skills, and a professional attitude are important factors in improving the quality and quantity of work output.

In literature reviews, competence is also recognized as a key factor influencing work productivity. High competence can improve individual performance, reduce errors, and accelerate task completion (Pratama & Nugroho, 2026). Therefore, competence is a crucial element in creating optimal work productivity within an organization.

H6: The Effect of Training on Work Productivity Through Competence

The test results show that the beta coefficient value is 0.088 and the T-statistic is 2.653. This value is significant because $2.653 > 1.96$ with a P-value of $0.008 < 0.05$, so it can be concluded that Competence is able to mediate the influence of Work Discipline on Work Productivity.

The results of this study align with research conducted by Sarstedt et al. (2024), which states that work discipline can influence work productivity through competence. Referring to the results of the significant direct influence of work discipline on work productivity, and competence also significantly influencing work productivity, it can be concluded that competence acts as a partial mediator (Niva & Markkula, 2026). This means that the work discipline variable can influence work productivity both directly and through competence as a mediator variable (Shen, 2026).

H7: The Influence of Organizational Culture on Work Productivity Through Competence

The test results show that the beta coefficient value is 0.120 and the T-statistic is 1.976. This value is significant because $1.976 > 1.96$ with a P-value of $0.049 < 0.05$, so it can be concluded that Competence is able to mediate the influence of Organizational Culture on Work Productivity.

The results of this study align with research conducted by Jose et al., (2025), which states that organizational culture can influence work productivity through competency (Geest et al., 2024). Referring to the results of the significant direct influence of organizational culture on work productivity, and competency also significantly influencing work productivity, it can be said that competency acts as a partial mediator. This means that organizational culture can influence work productivity both directly and through competency as a mediator (Sae et al., 2026).

CONCLUSION

This research implies that increased work productivity can be achieved through strengthening work discipline and improving organizational culture, while still considering competency development as a factor that strengthens these relationships. This effort is expected to encourage more optimal, effective, and high-quality work productivity in the sand mining sector.

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