



The Model of Employee Work Productivity

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Abstract: The objective of this research is to examine the impact of organizational culture, employee compensation, and work competence on the commitment of employees at the managerial level in various manufacturing companies within the production division in the Special Capital Region of Jakarta. This analysis encompasses both partial and simultaneous effects on employee work productivity. In this study, descriptive and verification methods were employed to examine the managerial level employees in the production division of manufacturing companies located in Jakarta Province. The population consisted of 1,183 employees, while a sample size of 300 respondents was selected. To assess the validity and reliability of the data, a subset of 30 respondents was used. The data collected was qualitative in nature but measured quantitatively through the use of analytical techniques with SPSS and SEM. The findings of this study suggest that in order to cultivate a robust sense of organizational commitment among top management, it is crucial to prioritize the development of work competence. Specifically, focusing on enhancing behavior competence is essential. Additionally, to enhance work productivity, it is imperative to acknowledge the significance of organizational culture. Specifically, placing emphasis on the dimension of outcome orientation is vital.

Keywords: Organizational Culture, Employee Compensation, Work Competence, Organizational Commitment, Employee Work Productivity.

INTRODUCTION

Indonesia is confronted with obstacles in terms of productivity, as it strives to establish its competitive edge among ASEAN Economic Community (MEA) member nations, which began their journey in late 2015. As stated by Haryani Estiarty (2014: 3), the Director of Productivity and Entrepreneurship at the Ministry of Manpower and Transmigration of RI, there are four distinct strategies that can be implemented to enhance labor productivity. These strategies are as follows: To enhance the business environment, one strategy is to implement a more organized management bureaucracy. This entails establishing a structured framework to govern and oversee business operations; By continuously adhering to the progress of technological advancement, there is a consistent improvement in the efficiency of capital

productivity; The latest advancements in technology have led to increased efficiency and productivity.

In an effort to enhance the productivity of human resources, there is a growing focus on improving the overall quality of these resources. By enhancing the effectiveness of organizations, which serve as the vehicles for implementing various strategies, methodologies, and approaches, we can elevate productivity levels and enhance the competence of instructors, practitioners, and productivity consultants. The development of a productive culture encompasses various elements, including but not limited to work discipline, teamwork, and performance. Enhancement, advancement in skill, and various other means of progress. Employee productivity poses a common challenge for every manufacturing company in DKI Jakarta.

There is a decrease in productivity among certain individuals who are unable to meet their targets, resulting in a fluctuation in overall employee productivity. Through the analysis of empirical data gathered during the research, various issues and patterns regarding work productivity can be identified. Some of these include: The decline in productivity among employees in manufacturing companies is apparent, and this can be attributed to an unfavorable organizational culture. This is evident in the prevalence of weak teamwork dynamics; The low level of compensation for managerial-level employees in manufacturing companies is suggestive of decreased employee productivity. This is evident through the high turnover rates observed among managers; The company is experiencing a decline in managerial productivity at the employee level due to an inadequately managed system of work competency. This is evident through the failure to meet targets and the failure to achieve results that meet the required standards.

Some manufacturing companies exhibit signs of low productivity among their managerial employees. This can be attributed to a weak sense of organizational commitment, as evidenced by the employees' low loyalty to the company. The current state of low productivity among managerial employees can be attributed to the ineffective Employee Compensation system. This is evident in the lack of clear differentiation between employees who meet their targets and those who do not, particularly in terms of rewards and consequences. Organizational culture weaknesses are often observed in manufacturing companies, which can be attributed to a lack of understanding of their Vision and Mission statements. Additionally, unclear objectives and targets further contribute to this issue. Syverson (2011: 336) discussed various factors that directly impact productivity, including the presence of competent managers or leaders, skilled employees, utilization of information technology and research development, experiential learning, innovation, and effective decision-making. Kumar (2016: 4) highlighted several factors that can enhance productivity, such as proactive employees, accountability, follow-up measures, motivation, rewards and recognition, cooperation, training and development opportunities, positive attitude, and management involvement.

METHODS

In this study, a descriptive and verification approach was employed to examine the managerial level employees in the production division of a manufacturing company located in DKI Jakarta. The total population consisted of 1,183 employees, and a proportional sampling method was utilized to select a sample size of 300 participants. Additionally, 30 samples were separately taken to test the validity and reliability of the research instrument. The primary method of data collection involved the use of questionnaires administered to the respondents. The data utilized in this study is qualitative data, which is assessed in a quantitative manner using analytical techniques in SPSS version 22 and SEM with the Lisrel 8.70 program.

RESULT AND DISCUSSION

Results

Employee Work Productivity.

The success of a company heavily relies on the productivity of its employees. From a philosophical standpoint, productivity is a mindset that embraces the belief that each day is an opportunity for improvement, with the conviction that tomorrow will surpass today.

According to Wibowo (2014: 95), work productivity can be defined as the ratio of output to input. In other words, it is a measurement of how efficiently managers utilize limited organizational resources to produce goods and services. On the other hand, Suwendra (2016: 4) provided an explanation by stating that productivity is the increasing ratio between the amount of resources used (input) and the amount of goods and services produced. It is important to note that productivity can only increase if there is an improvement in efficiency, which includes factors such as time, material, and energy utilization, work system optimization, production techniques, and skill enhancement among the workforce.

According to Spring Singapore (2011: 6), the concept of employee productivity encompasses the additional value that each employee brings to their respective role. This value can typically be quantified and is reflected in the effectiveness and efficiency with which employees carry out their production or sales activities.

According to Whitmore in Sedarmayanti's work (2009: 59), productivity can be understood to have two distinct dimensions. These dimensions are commonly referred to as Effectiveness and Efficiency. When discussing the attainment of peak performance, effectiveness encompasses various dimensions. These dimensions are directly linked to the accomplishment of specific objectives, which include meeting targets in terms of quality, quantity, and timeliness.

Efficiency in dimensional analysis refers to the assessment of inputs in relation to their actual utilization and the manner in which the work is executed.

According to Siagian (2009: 10), the identification of key elements for success and the implementation of strategies to enhance productivity are outlined below: Continuous improvement entails the ongoing enhancement and alteration of an organization's strategy; The evolution of HR practices, advancements in technology, and the introduction of new products have all contributed to significant changes in the field; The enhancement of work outcomes is closely linked to various aspects, including the improvement of product quality, the development of strategies, the formulation of policies, and the decision-making process; The strengthening and upliftment of human capabilities, including the recognition and preservation of the inherent worth and value of every individual.

Promoting employee rights, implementing participative management, enhancing work quality through supportive supervisors, engaging tasks, efficient reward systems, favorable physical work environment, and valuable feedback mechanisms. The principles that guide an organization's philosophy encompass various aspects of Total Quality Management. These include a strong emphasis on customer satisfaction, cultivating loyalty, recognizing the significance of organizational culture, and the value placed on formal protocols and procedures. Drawing from the aforementioned theoretical studies, it can be deduced that the enhancement of employee work productivity is contingent upon the attainment of effectiveness and efficiency in a perpetual manner.

The dimensions and indicators that will be employed in this study were synthesized as follows: The concept of continuous improvement is predicated on several key indicators: challenge, diligence, and training. The effectiveness of a system can be measured by several indicators, namely quality, speed, and work load. These indicators provide insight into how well a system performs and whether it meets the desired objectives. Quality refers to the level of excellence or superiority in the output or outcomes of a system. Speed pertains to the rate or pace at which the system operates, completing tasks in a timely manner. Work load refers

to the amount of effort, labor, or tasks that are required to be accomplished within a given period. By evaluating these indicators, one can assess the overall effectiveness of a system.

The outcomes of labor, the tools and techniques employed, and the financial implications - all of these factors are intertwined in the pursuit of efficiency.

Organizational Commitment.

Corporations are essentially comprised of individuals who come together with a collective understanding of shared purpose, aiming to achieve common objectives and relying on one another within the organization. In practice, many corporate entities encounter challenges as a result of a select few employees who experience discontent and opposition towards the company. This can stem from disparities in expectations, interests, interdependence, and perspectives, ultimately leading to internal conflicts. All of these manifestations signify employee dissatisfaction and a decreased level of commitment towards the organization.

As stated by Triatna (2015: 120), organizational commitment refers to the degree of allegiance demonstrated by members, employees, or workers towards the organization or company. It is distinguished by their willingness to remain a part of the organization, their dedication to performing at their best for the organization, and their continuous efforts to uphold the organization's reputation. According to Sari and Witjaksono (2013: 831), the dedication of employees to the company is reflected in the organization's commitment. This commitment is characterized by the employees' willingness to remain with the company, work diligently, and fully dedicate themselves to their roles.

According to Mintarti (2014: 66), organizational commitment can be defined as a profound connection to one's workplace. This connection encompasses a sense of trust in the company's worth, a strong willingness to perform at one's best within the organization, and a desire to remain a part of the company. These aspects of commitment are exhibited by employees. According to Schermerhorn, Hunt, Osborn, and Uhl-Bien (as cited in Wibowo, 2014: 429), there are two distinct categories of organizational commitment. The concept of Rational Commitment encompasses the sentiment that the job satisfies one's financial, personal growth, and career-related aspirations. Emotional Commitment encompasses the sentiment that the actions taken hold significance, worth, and meaning. Having a positive impact on others and contributing to their well-being is of great advantage. According to Kreitner and Kinicki as cited in Wibowo (2015: 431), there are three factors that have an impact on the various elements or components of organizational commitment, resulting in certain outcomes. Affective commitment is a result of various factors, including personal traits, professional background, and individual well-being.

The suitability or value of something is a subjective assessment that varies from person to person. It is a measure of how well something fits a particular purpose or meets specific criteria. The value of something refers to its worth or importance in relation to other things. Continuance commitment arises from factors such as investment, sacrifice, and limited alternatives. Normative commitment arises as a result of factors such as socialization and psychological contracts. The intense pressure on organizational commitment will inevitably have an impact on it. The act of an employee resigning from their position and their behavior at work. Zurnali (2010: 3) presented an analysis of organizational commitment, as outlined by Mowday, which includes a comprehensive examination of its dimensions. The aspiration to retain affiliation with the organization. Having a strong belief in and embracing the principles and objectives of the institution. Demonstrating a strong commitment to diligently contribute to the collective efforts of the organization.

As indicated by the aforementioned theoretical studies, the concept of Organizational Commitment can be defined as The three types of commitment in organizational behavior are affective commitment, continuous commitment, and normative commitment. The dimensions

and indicators that were utilized in this study were synthesized in the following manner: 1. Affective commitment is characterized by several indicators, including a sense of comfort, feeling proud, and conformity. 2. Maintaining a Persistent Dedication, with Clear Indicators: A steadfast determination to remain engaged, limited alternatives available. Forced. Indicators of normative commitment include gratefulness, career focus, and attention to detail.

Organizational Culture.

The significance of organizational culture within a company cannot be overstated. It is the unique set of qualities and attributes that sets one company apart from another. According to Sutrisno (2013: 2), organizational culture can be described as a comprehensive framework of values, beliefs, assumptions, and norms that have been established, accepted, and embraced by the members of an organization. This framework serves as a set of guidelines for conducting oneself and addressing any challenges that may arise within the organization. According to Tanuwibowo (2014: 137), organizational culture serves as a means of fostering a cohesive bond between employees and the organization. This is achieved through the establishment of a strong organizational culture, which allows employees to perceive themselves as integral members of the organization. According to Raykundaliya (2011: 492), organizational culture plays a crucial role in fostering a robust set of values and work ethics within the workforce, which ultimately has a direct impact on the overall productivity of the company. The culture within an organization is shaped by both internal factors and external factors that impact the organization. According to Uha (2013: 26), the concept of organizational culture was shaped by both internal and external cultural factors.

Internal cultural elements included:

1. The organizational environment encompasses various elements, including diligent effort, goods or services, rivals, clientele, technological advancements, and governmental influences.
2. The concept of a value system can be comprehended by examining its connection to attitudes and actions. Values center around a belief system aimed at attaining success. Some examples of value systems embraced by organizations are honesty, loyalty, fairness, and giving maximum effort.
3. Heroism is a characteristic that can manifest within organizations that possess a substantial number of individuals who serve as exemplary figures for all the existing personnel, contributing to the establishment of a robust organizational culture.
4. Organizational culture is shaped by rituals that serve to emphasize the importance of the company's core cultural values. These rituals act as a means of expressing and reinforcing these values. Examples of such activities include annual awards ceremonies, company anniversaries, zero accident awards, as well as weekly and monthly meetings.
5. The Cultural Network serves as an effective means of obtaining information regarding the internal affairs of the company. Its purpose is to facilitate communication and ensure that relevant updates and developments are disseminated throughout the organization.

In order to achieve victory in the competition, the approach of Design Requisite Organization, also known as reengineering, involved the incorporation of external cultural elements. This reengineering process encompassed three distinct components: Structure, Human resources, and Working System. Hanggraeni (2011: 149) outlines seven key characteristics of organizational culture, as stated by Robbins. These characteristics include:

The encouragement of innovation and risk-taking among employees is a crucial factor to consider. This entails assessing the level of support and empowerment provided to employees in order to foster a culture of innovation. Being courageous enough to face challenges and embrace uncertainty. The level of meticulousness required from employees in

terms of demonstrating a strong sense of responsibility and thoroughness. Precision, meticulous examination, and careful consideration of particulars. Result-driven approach; the degree to which management prioritizes outcomes rather than the process. The attainment of that result involves a careful consideration of the intricacies and procedures that are involved. Insiders' impact consideration; the degree to which management decisions incorporate the influence of outcomes on individuals within the organization. Team orientation refers to the degree to which work tasks are structured around collaborative teams rather than individual efforts. The level of aggression and competitiveness exhibited by individuals, as opposed to laziness and passivity relaxed. Stability refers to the degree to which the goals and objectives of an organization prioritize maintaining the existing state of affairs as opposed to pursuing expansion and progress.

Based on the aforementioned theoretical studies, it can be concluded that organizational culture plays a pivotal role in fostering innovation. Being courageous enough to face risks, paying close attention to details, focusing on achieving desired outcomes, valuing interpersonal relationships, promoting teamwork, being assertive, and striving for stability. The dimensions and indicators incorporated in this study were synthesized as follows: Innovation and the willingness to take risks are key factors in achieving success. These qualities can be measured through specific indicators such as the generation of ideas, the ability to think creatively, and the implementation of actions or initiatives. Paying close attention to the minutest details, and employing meticulousness in analysis, leads to a heightened level of precision. Focused on achieving specific outcomes, with tangible markers of progress: Vision and Mission, Objectives, Metrics of achievement. With a focus on the human element, three key aspects are emphasized: communication, support, and reward. The team operates in a collaborative manner, emphasizing the importance of coordination, cooperation, and mutual trust amongst its members. The trait of aggressiveness can be identified through several indicators, including the willingness to take initiative, quick decision-making, and a strong sense of responsibility. Stability can be measured and identified through various indicators. These indicators include a sense of tranquility, an environment that fosters openness, and a feeling of unity and cohesion among individuals.

Employee Compensation.

Compensation holds significant importance in Indonesian society as it plays a crucial role in establishing one's standard of living, social status, and lifestyle within both the family and the community. It is a common desire for individuals to receive generous and satisfactory compensation that caters to their needs, motivating employees to work diligently and excel in companies that offer substantial and favorable remuneration packages.

As stated by Rivai in Kadarisman (2014: 12), compensation refers to the remuneration that employees receive in return for their valuable contributions to the company or organization.

According to Hartono (2015: 65), the concept of compensation encompasses all forms of remuneration that an individual receives in exchange for their labor. This includes direct compensation, such as salary, incentives, bonuses, and commissions. Additionally, indirect compensation comprises a range of benefits, including medical allowances, a favorable work environment, and employment social insurances provided by BPJS.

According to Sudiarditha (2013: 323), the concept of compensation can be categorized into two distinct types: financial compensation and non-financial compensation. The provision of financial compensation encompasses both direct and indirect forms of monetary remuneration. On the other hand, non-financial compensation pertains to the gratification that employees derive from various aspects of their work, such as the work itself and the physical or psychological environment within which they operate.

As per Kadarisman (2014: 98), the objective of compensation can be outlined as follows: The satisfaction of economic necessities. Enhance efficiency and output in the workplace. Creating a company. Developing a sense of equilibrium and proficiency. There are various classifications of compensation offered by experts in the field. However, based on Wibowo's research (2014: 298), the classification of compensation can be simplified into four main categories: wages and salaries, incentives, rewards, and benefits.

According to Hasibuan (2007: 127), there are several factors that influence the extent of compensation. The dynamics of labor supply and demand. The capacity and readiness of the company. Labor unions are organizations that represent the collective interests of workers in various industries. They advocate for the rights and welfare of workers, negotiate with employers for better working conditions, wages, and benefits, and provide support and resources to their members. Labor unions play a crucial role in protecting workers' rights, promoting fair treatment, and ensuring a balance of power between employers and employees.

The topic at hand is employee work productivity. The government, with its legal framework and the authority of the President's decree, plays a significant role in governing the nation. The cost of living in KHL Level of Employment Position. The relationship between education and employee experience. The condition of the national economy. The nature of employment opportunities. Drawing from the aforementioned theoretical studies, it is evident that Employee Compensation encompasses various forms of remuneration, including direct payments, indirect payments, and non-material payments.

The selection of dimensions and indicators for this study involved a careful synthesis of the following elements: When it comes to direct payments, there are several key indicators to consider: salaries and bonuses, internal equality, and external equality. Indirect forms of payment can be identified through various indicators, such as health insurance, compensation for old age, and pension plans. Additionally, meal allowances are another type of indirect payment that employees may receive. and infrastructure for transportation. Monetary compensation is not the sole form of payment, as there are other non-material forms that hold significant value. These non-material payments include recognition through awards, advancements in one's career through promotions, and the assurance of a safe and secure work environment.

Competence of work.

Based on the company's vision and mission, each company formulates its own strategy to confront business challenges and enhance productivity and performance. Consequently, the competencies necessary for a particular field of expertise will vary among companies. According to Bachrun (2011: 18), competence can be described as encompassing fundamental attributes, including knowledge, skills, and attitudes, that are essential for employees and teams to successfully accomplish job tasks and achieve optimal outcomes.

According to Rabiei (2012: 812), competence is defined as the amalgamation of knowledge, skill, and ability that is directly correlated to exemplary performance in the workplace. Next, according to Bachrun (2011: 18), competencies were categorized into three distinct groups, which are as follows: Universal competence is an indispensable skill that every employee within the company must possess. This skill serves as a manifestation of the company's culture and values that are embraced by all. Leadership competence is an essential skill that individuals in positions of authority, such as Staff, Supervisor, Superintendent, Manager, and Director, must possess when working with subordinates. This skill is often referred to as a soft skill. Technical competence is a critical skill that must be acquired by individuals who hold specialized expertise. This encompasses a wide range of fields, including human resources, finance, marketing, logistics, purchasing, technical expertise,

engineering, safety, and environmental management. This category of skills is commonly referred to as "Hard-skill".

According to Palan (2007: 20), competence can be categorized into four distinct classifications. These classifications include: Core competence refers to a company's unique set of expertise and technological capabilities that collectively contribute to its competitive advantage. These core competencies encompass various aspects, such as delivering value to customers, distinguishing the company from its competitors, and being adaptable and sustainable. Functional competencies encompass the abilities and proficiencies necessary to carry out specific job tasks and achieve desired outcomes. These competencies encompass the knowledge and skills that are essential for successful job performance. Furthermore, these competencies are directly tied to the level of the position in question.

At the individual level, behavioral competence is the fundamental attribute required to effectively carry out a job. It serves as the essential foundation for job performance. Role competence refers to the level of proficiency and expertise required to fulfill the responsibilities associated with a particular position. It encompasses the skills and knowledge necessary for effectively carrying out various roles within a team. These roles often include managing individuals, overseeing resources, handling information, and coordinating activities. According to Marsall in Sudiarditha's research (2013: 325), the development of competence is influenced by six key elements. These elements, which contribute to the overall building of competence, include: a. Abilities, which enhance an employee's capacity to perform their duties more effectively. b. To successfully perform the job, it is imperative to possess knowledge and be able to recognize and comprehend the intricacies and requirements of the role. C. The figure depicted in the community plays a significant social role. d. Personal image is a perspective encompassing the values associated with individual attributes.

Throughout history, employees have possessed certain enduring attributes that can be classified as talent characteristics. Motives, unconscious cognitions, and personal preferences are the driving forces behind individual actions and behaviors. Drawing on the aforementioned theoretical studies, it is evident that Work Competence encompasses various dimensions. These dimensions include core competencies, functional competence, behavioral competence, and role competence. In this study, the synthesis of dimensions and indicators that will be utilized consisted of the following: The fundamental ability that an individual or organization possesses, which can be measured through certain benchmarks, includes self-improvement, foundational principles, and points of divergence from rivals; The functional competencies of an individual can be assessed through the evaluation of their duties, obligations, targets, and achievements; These indicators provide insight into the specific tasks and responsibilities undertaken by the individual, as well as their ability to meet set objective; Behavioral competence can be assessed through various indicators, including attitude, motivation, and emotion; The role of competence encompasses several indicators, including authority, support from supervisors, and responsibility.

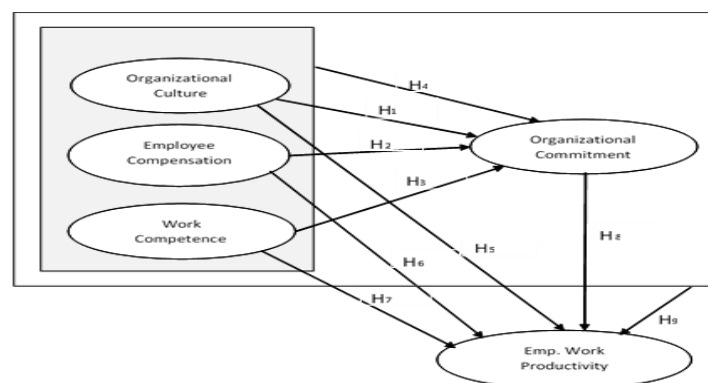


Figure 1. Conceptual Framework

Hypothesis

1. The impact of Organizational Culture on an organization will undoubtedly yield positive and substantial outcomes
2. In the production division of a manufacturing company in DKI Jakarta, dedication and commitment are of utmost importance.
3. The impact of employee compensation on organizational outcomes will undoubtedly be both positive and substantial.
4. The production division of a manufacturing company in DKI Jakarta is characterized by a strong sense of dedication and loyalty.
5. The impact of Work Competence on Organizational will yield notable and beneficial outcomes.
6. The production division of a manufacturing company in DKI Jakarta is known for its unwavering dedication and loyalty
7. The effect of Organizational Culture will be twofold, with both positive and significant impacts occurring simultaneously.
8. The impact of employee compensation and work competence on organizational commitment is a topic of great significance. The level of commitment that employees have towards their organization can be influenced by various factors, including the compensation they receive and their level of competence in their work. The production division of a manufacturing company is located in DKI Jakarta.
9. The manufacturing company's production division in DKI Jakarta will experience notable and beneficial impacts on employee work productivity as a result of the organizational culture.
10. The manufacturing company production division in DKI Jakarta can expect to see notable and beneficial outcomes in terms of employee work productivity as a direct result of employee compensation.
11. The production division of manufacturing companies in DKI Jakarta will experience noteworthy and favorable outcomes resulting from the level of work competence exhibited by their employees, particularly in terms of work productivity.
12. The manufacturing company's production division in DKI Jakarta will experience notable and favorable outcomes in terms of employee work productivity as a result of their strong commitment to the organization.
13. The impact of Organizational Culture will be twofold, resulting in both positive and substantial effects.
14. The factors of employee compensation, work competence, and organizational commitment have a significant impact on
15. The concept of organizational commitment within the production division of a manufacturing company located in DKI Jakarta.

Discussion

The examination of Structural Equation -1 through hypothesis testing involves a systematic process. This process entails analyzing and evaluating the proposed relationships and connections within the equation. To examine the impact of organizational culture, employee compensation, and work competence on organizational commitment, an analysis using the SEM method with the Lisrel program was conducted. This analysis aimed to test hypotheses 1, 2, 3, and 4. The results of the data analysis for the first structure equation revealed the following findings:

1. The formula for calculating KO is as follows: KO equals 0.65 multiplied by BO, plus 0.52 multiplied by KM, plus 0.73 multiplied by KT. The error variance is 0.49, and the R-squared value is 0.51.

- Figure 5.18 below illustrates the impact of organizational culture, employee compensation, and work competence on organizational commitment, as deduced from the analysis data.

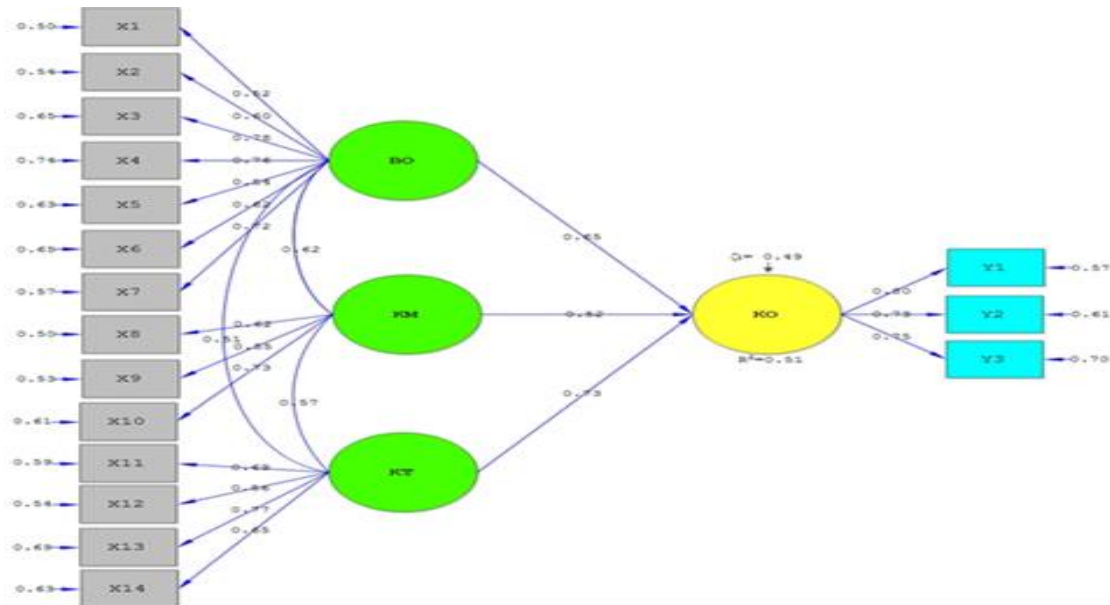


Figure 2. Line Diagram of Structural Equation Model -1

In order to examine the impact of organizational culture, employee compensation, work competence, and organizational commitment on work productivity, a second hypothesis test was conducted using the Structural Equation Modeling (SEM) method with the Lisrel program. The purpose of this test was to assess the individual and collective effects of these variables. Hypotheses 5, 6, 7, 8, and 9 were specifically targeted in this analysis. The results of the data analysis for the second structural equation are as follows:

$$PK = 0.76 * BO + 0.68 * KM + 0.54 * KT + 0.72 * KO, \text{ Error-var.} = 0.18, R^2 = 0.82$$

Figure 2 below illustrates the outcomes of an examination of the impact of organizational culture, employee compensation, work competence, and organizational commitment on productivity. The data analysis reveals both the partial and simultaneous effects of these factors.

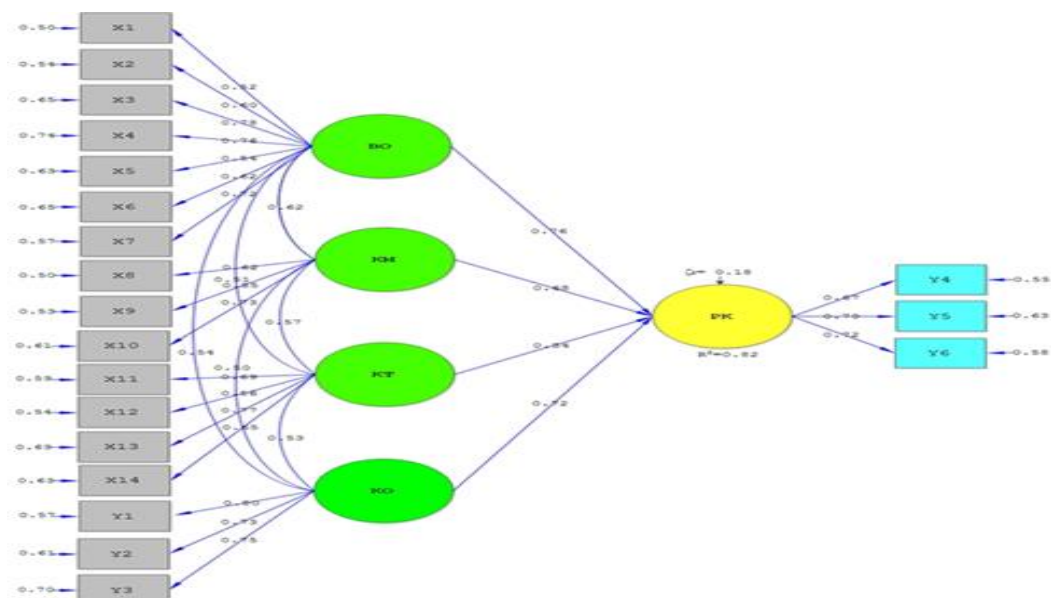


Figure 3. Line Diagram of Structural Equation Model -2

CONCLUSION

The impact of organizational culture on organizational commitment has been empirically demonstrated, with a strong positive correlation coefficient of 0.65. Furthermore, the t-value of 7.87 surpasses the critical t-table value of 1.96, indicating statistical significance. Among the various dimensions of organizational culture, the results-oriented dimension (X3) stands out as the most influential, with a coefficient of 0.78.

The research has demonstrated a clear and substantial correlation between employee compensation and organizational commitment. The effect size, as indicated by the correlation coefficient of 0.52, is both positive and significant. Furthermore, the t-value of 8.98 surpasses the critical value of 1.96, further confirming the statistical significance of the relationship. Among the various dimensions that contribute to the construction of employee compensation, non-material payments emerge as the most influential, with a coefficient of 0.73 (X10 = 0.73).

The research has provided evidence of a positive and substantial correlation between work competence and organizational commitment, with a coefficient of 0.73. Furthermore, the t-value (7.56) exceeds the critical t-value (1.96), confirming the statistical significance of this relationship. Among the various dimensions of work competence, behavioral competence (X13 = 0.77) emerges as the most influential aspect in its construction.

The research has demonstrated that there is a clear and substantial correlation between organizational culture, employee compensation, and work competence in relation to organizational commitment. The combined impact of these factors is highly significant, accounting for a 51% contribution to the overall outcome (R²). Additionally, the f-value (8.32) surpasses the f-table value (2.40), further reinforcing the significance of this relationship. These findings indicate that organizational culture, employee compensation, and work competence all play a crucial role in fostering and maintaining organizational commitment among managerial level employees in the production division of manufacturing companies based in Jakarta.

Research has demonstrated that the impact of organizational culture on employee work productivity is both substantial and beneficial. The correlation coefficient, which measures the strength of this relationship, was found to be 0.76. Additionally, the t-value associated with this correlation (8.59) exceeded the critical t-value (1.96), further confirming its statistical significance. Among the various dimensions that contribute to the formation of organizational culture, the results-oriented dimension emerged as the most influential, with a coefficient value of 0.78 (X3 = 0.78).

The impact of employee compensation on work productivity has been empirically demonstrated, with a correlation coefficient of 0.68 and a t-value of 8.65, surpassing the critical t-value of 1.96. Among the various dimensions of employee compensation, non-material payments stand out as the most influential construct, accounting for a significant portion (X10 = 0.73).

The impact of work competence on employee work productivity has been empirically demonstrated, with a substantial and positive effect (0.54). Furthermore, the t-value (9.97) exceeds the critical t-table value (1.96), further confirming the significance of this relationship. Among the dimensions that contribute to the development of work competence, behavioral competence stands out as the most dominant factor (X13 = 0.77).

The impact of organizational commitment on employee work productivity has been empirically demonstrated to be substantial and beneficial, with a correlation coefficient of 0.72. In addition, the t-value (7.78) surpasses the critical t-table value (1.96), indicating a statistically significant relationship. Among the various dimensions that contribute to organizational commitment, affective commitment (Y1 = 0.80) emerges as the most influential factor.

The simultaneous impact of organizational culture, employee compensation, work competence, and organizational commitment on employee work productivity has been established. This impact is both positive and significant, with a contribution of 82% (R²) and an f-value greater than that of (7,97).

The f-table value with 2 degrees of freedom in the numerator and 98 degrees of freedom in the denominator is .05.

The work productivity of managerial-level employees in the production division of certain manufacturing companies in Jakarta is influenced by various factors. These factors include organizational culture, employee compensation, work competence, and organizational commitment.

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