



## The influence of organizational culture and motivation on employee work productivity through organizational commitment variables at the professional certification institution of instructors and training personnel

Wahono <sup>1\*</sup>, Bomer Pasaribu <sup>2</sup>, Partogi Saloloan Samosir <sup>3</sup>

<sup>1-3</sup> University of Krisnadwipayana Jakarta, Indonesia

\* Corresponding Author: **Wahono**

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### Abstract

This research aims to: 1) analyze the influence of organizational culture and employee work motivation on organizational commitment, 2) analyze the influence of organizational culture and work motivation on employee work productivity, 3) To analyze the influence of organizational commitment on employee work productivity, 4) To analyze the influence of organizational culture and work motivation on employee work productivity through organizational commitment. The research was conducted at the professional certification body for instructors and training personnel with a sample of 72 respondents. The sampling technique uses a saturated sample technique. Methods of data analysis using descriptive analysis and path analysis.

The results of the research show that 1) Organizational culture and work motivation have a positive and significant effect on employee work productivity, so the hypothesis is proven, meaning that the more organizational culture and motivation increases, the more organizational commitment increases, 2) Organizational culture and work motivation have a positive and significant effect on work productivity employees, then the hypothesis is proven, meaning that the more organizational culture and motivation increases, the employee's work productivity can increase. 3) Organizational Commitment has a positive and significant effect on employee work productivity. The results of the t-test for the organizational commitment variable mean that the hypothesis is proven, meaning that the more organizational commitment increases, the more work productivity increases, 4) Organizational culture and motivation have a positive and significant effect on employee work productivity through organizational commitment, the total influence arising from organizational culture on work productivity through organizational commitment, meaning that organizational commitment can mediate the influence of organizational culture and motivation on employee work productivity.

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### Introduction

The success of an organization depends on the human aspect. The human aspect is the main focus of the management control system in an organization. Without human resources, there are assets for the organization. Human resources (HR) is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees, and society. Hasibuan (2012) <sup>[13]</sup> stated that human resources is a science that studies how to empower employees in a company, create jobs, and work groups, develop employees who have abilities, identify an approach to develop employee performance, and reward them for their efforts and work (Bohlender and Snell, 2010) <sup>[7]</sup>. Employee performance will be good, of course, supported by employee work productivity, work commitment, motivation, and

organizational culture. Organizational culture is the values held by organizational members that will become enthusiastic in developing the organization. Waridin and Masrukhin (2006) <sup>[8]</sup> state that organizational culture is a system of values acquired and developed by an organization and the patterns of habits and basic philosophy of its founders, which are formed into rules that are used as guidelines for thinking and acting in achieving organizational goals.

In research, it was stated that organizational culture influences the work productivity of employees in the production department. The unit of analysis is production employees in the wood processing industry subsector in East Java. Other results also state that organizational commitment has an effect on performance of 0.003 and organizational culture has an effect on performance. The results of this research can be used by future researchers as research material in the field of organizational behavior science or similar sciences.

Another factor that influences employee work productivity is employee motivation at work. According to Uno (2007) <sup>[30]</sup>, motivation can be interpreted as internal and external encouragement within a person which is indicated by the presence of; passion and interest; drives and needs; hopes and aspirations of appreciation and respect. Elliot et al. (2000) <sup>[10]</sup>, motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities. Motivation is the impact of a person's interaction with the situation they face (Siagian, 2004).

In research, it was stated that motivation influences the work productivity of employees who work in a company. This research was conducted at the company PT. Arthawena Sakti Gemilang Malang. Every employee is expected to have high work motivation so that they will increase their work competency. Motivation is very important to make a positive contribution to achieving organizational goals. According to work motivation is the key to a successful organization to maintain continuity of work in the organization with strong means and assistance for survival. Work motivation is providing the right guidance or direction, resources, and rewards so that they are inspired and interested in working in the way you want.

According, work motivation is the process of generating behavior, maintaining behavioral progress, and channeling specific action behavior. Thus, motives (needs, desires) encourage employees to act. Work motivation is an internal driving force to carry out activities to achieve goals because with motivation, a person will have high enthusiasm in carrying out the tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because his motives and motivation for working are not fulfilled. Motivation is an inner drive that is related to the level, direction, and consistency of the effort a person makes at work. Even if an employee has good operational skills, if he does not have motivation to work, the final results and work will not be satisfactory. The more motivated an employee is in doing work, the higher the employee's work competence. On the other hand, if employees are not motivated in a job, then the employee's performance competency is low. Motivation can also be used as a driving force in increasing employee competence.

This motivation is so that employees can work together, and work effectively with all the employees' efforts to achieve satisfaction at work which can have an impact on employee

competence to be better and previous. Motivation is also very sensitive in achieving organizational goals because motivation is the encouragement given by the organization to its employees so that they are always enthusiastic about working so that organizational goals can be achieved. In general, the definition or understanding of motivation can be interpreted as a goal or driving force, with the actual goal being the main driving force for someone in trying to get or achieve what they want, whether positively or negatively. However, the original word is motive which has also been used in Malay, namely the word motive which means purpose or any effort to encourage someone to do something. In summary, apart from that, the definition of motivation is a change that occurs in a person which results in feelings, and mental and emotional symptoms that encourage the individual to do or act something that is caused by needs, desires, and goals. Motivation comes from the word motivation which means "to move". Motivation is the result of some processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities.

Every employee is expected to have high work motivation so that they will increase their work competency. Motivation is very important to make a positive contribution to achieving organizational goals. According, work motivation is the key to a successful organization to maintain continuity of work in the organization with strong means and assistance for survival. Work motivation is providing the right guidance or direction, resources, and rewards so that they are inspired and interested in working in the way you want. According, work motivation is the process of generating behavior, maintaining behavioral progress, and channeling specific action behavior. Thus, motives (needs, desires) encourage employees to act. Work motivation is an internal driving force to carry out activities to achieve goals, because with motivation, a person will have high enthusiasm in carrying out the tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because his motives and motivation for working are not fulfilled. Motivation is an inner drive that is related to the level, direction, and consistency of the effort a person makes at work. Even if an employee has good operational skills, if he does not have motivation to work, the final results and work will not be satisfactory. The more motivated an employee is in doing work, the higher the employee's work competence. On the other hand, if employees are not motivated in a job, then the employee's performance competency is low. Motivation can also be used as a driving force in increasing employee competence.

This motivation is so that employees can work together, and work effectively with all the employees' efforts to achieve satisfaction at work which can have an impact on employee competence to be better and previous. Motivation is also very sensitive in achieving organizational goals because motivation is the encouragement given by the organization to its employees so that they are always enthusiastic about working so that organizational goals can be achieved. In general, the definition or understanding of motivation can be interpreted as a goal or driving force, with the actual goal being the main driving force for someone in trying to get or achieve what they want, whether positively or negatively. The motive that has also been used in Malay is the word motive which means the goal or all efforts to encourage someone to do something. In summary, apart from that, the

definition of motivation is a change that occurs in a person which results in feelings, and mental and emotional symptoms that encourage the individual to do or act something that is caused by needs, desires, and goals. Motivation comes from the word motivation which means "to move". Motivation is the result of several processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities.

A successful organization always improves employee work competencies, but basically, everything depends on the quality of its human resources, namely as employees whether employees can work more effectively or not, where this organization wants to be more in utilizing human resources optimally. The goal is for employees to work effectively and efficiently.

During the Covid 19 pandemic for 2 years (late 2019 to 2021) there was a successive decline in work productivity because the work schedule was changed from WFO (Work From Office) to WFH (Work From Home) this of course greatly affected organizational performance. Employee work productivity is a very important part of a company or organization. Limiting attendance during the Covid-19 pandemic is a serious problem where companies need high employee work productivity. On the other hand, there is a sense of anxiety about employee health and safety. Productivity plays a very important role in a company or organization in achieving goals.

The decrease in work productivity during the COVID-19 pandemic also affected the decrease in the number of customers or consumers as happened where usually every year the target is to issue maximum competency certificates but during the COVID-19 pandemic, there was a decline. This is where it is important to continue to improve organizational culture, and employee motivation so that organizational commitment is formed and the implications for employee work productivity even though there are many dynamic changes in both the internal environment and the external environment so that the organization continues to exist in any situation.

The success of an organization depends on the human aspect. The human aspect is the main focus of the management control system in an organization. Without human resources, the organization will not exist because human resources are an asset for the organization. Human resources (HR) is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees, and society. Hasibuan (2012) <sup>[13]</sup> stated that human resources is a science that studies how to empower employees in a company, create jobs, and work groups, develop employees who have abilities, identify an approach to develop employee performance, and reward them for their efforts and work.

Competent human resources are human resources which are the basic characteristics of a person to produce superior work effectiveness in a job. Every individual in an organization has a different social status, both the beliefs and attitudes of employees.

These differences become a challenge for organizations in dealing with the social status of their employees. In addition, in reality, many employees often experience conditions that are not what is expected in the scope of work. If the means and task demands are not aligned with the ability requirements, employees will experience a decrease in their

performance.

Work productivity is a very important issue in every organization. Work productivity is something that results from one's work to achieve the goals of an organization within a certain period. Departing from the background of the problems above, the researchers took the title of the influence of organizational culture and motivation on employee work productivity through the variable organizational commitment at the professional certification body for instructors and training personnel.

## Literature Review

### Employee Work Productivity

Work productivity is a concrete result or product produced by individuals or groups, during a certain time unit in a work process (Yuniarsih & Suwatno, 2016). This means that productivity is how much work can be produced by individuals or groups within a certain period such as the duration of project work, one year, or even daily. Meanwhile, according to Hasibuan (2012) <sup>[13]</sup>, productivity is the ratio between output (results) and input. Thus productivity is defined as how efficiently the concrete results or products produced (output) are compared to the power deployed (input). That is, productivity will increase the efficiency of time, materials, labor, work systems, and production techniques, and increase the skills of the workforce explains that work productivity is the ability of a person or group of people to produce goods and services within a certain predetermined time or according to plan. Of course, the intended plan and time are several parameters of the goals of the organization or company itself. In short, work productivity will greatly affect the goals and interests of the company.

From the above understanding, it can be concluded that work productivity is the use of human resources, skills, technology, and management to improve life so that it is better than the previous day. An employee can be said to be productive if he can produce a greater number of products than employees. Given the importance of the role of humans in a company, the wrong use of human labor can cause very complicated problems, which can destroy the goals of the company concerned. Indicators of employee productivity in this study are as follows: (1). Ability, (2). Work Spirit, (3). Personal Development, (4). Quality. (5). Efficiency.

### Organizational Culture

Robbins (2000) <sup>[22]</sup> states that organizational culture is a system of shared meaning within an organization that determines at a higher level how employees act. Organizational culture is a value system that is believed by all members of the organization and is learned applied and developed on an ongoing basis that functions as an overall system. Robbins (2000) <sup>[22]</sup> states: that organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization values. Robbins (2000) <sup>[22]</sup> further stated that: "Organizational culture is the dominant values disseminated within the organization which are used as employee work philosophies which serve as a guide for organizational policies in managing its employees and consumers.

Organizational culture is a set of values and norms that control organizational members' interactions with each other

and with suppliers, consumers, and other people outside the organization. Organizational culture consists of the end state that the organization seeks to achieve (terminal values) and the models driving organizational behavior (instrumental values). Ideally, instrumental values help organizations achieve terminal goals. Different organizations have different cultures because they process different sets of terminal and instrumental values.

From the opinions above, it can be concluded that organizational culture is the values, beliefs, and principles that function as the basis of an organizational management system and management practices and behavior that help and strengthen the basic principles formulated the following organizational culture indicators: (1) mission, (2) consistency, (3) adaptability, and (4) involvement.

### Motivation

Motivation is an impulse of the will that causes a person to do an act to achieve a certain goal. Motivation comes from the word motive which means "impulse" or stimulus or "driving force" that exists within a person. According to Elliot et al. (2000) <sup>[10]</sup>, motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities.

According to Uno (2007) <sup>[30]</sup>, motivation can be interpreted as internal and external encouragement in a person which is indicated by the presence; passion and interest; drives and needs; hopes and aspirations; appreciation and respect.

Motivation becomes a strength, energy, or power, or a complex condition and readiness within the individual to move towards a certain goal, both consciously and unconsciously. A person's motivation can arise and grow through himself-intrinsic and from the environment-extrinsic (Elliot et al., 2000) <sup>[10]</sup>. Intrinsic motivation is meaningful as a desire from oneself to act without any external stimulation (Elliott, 2000) <sup>[10]</sup>. Intrinsic motivation will be more beneficial and provide consistency in learning. Extrinsic motivation is described as motivation that comes from outside the individual and cannot be controlled by the individual Elliott et al. (2000) <sup>[10]</sup>, exemplify this with values, prizes, and/or awards that are used to stimulate one's motivation. The motivation variable indicators are as follows:

- a. Intrinsic motivation is motivation that comes from within itself
- b. Extrinsic motivation is motivation from outside.

### Organizational Commitment

According to Robbins and Judge (2008) <sup>[21]</sup>, organizational commitment is a situation in which an employee sided with a particular organization and its goals and desire to maintain membership in that organization. So, high job involvement means taking sides with an individual's particular job, while high organizational commitment means taking sides with the organization that recruited the individual.

Meanwhile, according to Moorhead and Griffin (2013) <sup>[17]</sup>, organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. An individual who has a high commitment will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014) <sup>[16]</sup>, organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals. From this opinion, it can be concluded that organizational commitment is an individual's psychological state associated

with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong will to work for the sake of the organization, and the degree to which he still wants to be a member of the organization.

Robbins and Judge (2008) <sup>[21]</sup> state that there are three indicators of organizational commitment, namely:

- a. Affective commitment is an emotional feeling for an organization and a belief in its values. For example: a Petco employee may have an active commitment to his company because of his involvement with animals.
- b. Continuance commitment is the perceived economic value of staying in an organization when compared to leaving the organization. An employee may be committed to an employer because he is well paid and they believe that leaving the company will destroy his family.
- c. Normative commitment is the obligation to remain in the organization for moral and ethical reasons. For example: an employee who is spearheading a new initiative may stay with an employer because he feels he is leaving someone in a difficult position when he leaves.

### Research Methods

#### Time and Location of Research

This research will be carried out from March 2023 to April 2023. This research was conducted on employees of the instructor and training professional certification agency located at the Blessing Center Building, Jalan Bandung Raya No. 47 B Kayuringin Bekasi City 17144.

#### Research Design

This study uses an explanatory research approach, namely "research that explains causal relationships and examines the linkages between several variables through testing or explanatory research" (Singarimbun and Effendi, 2008) <sup>[24]</sup>. So in this study, each variable put forward in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. This study aims to analyze the influence of exogenous variables on organizational culture and motivation on endogenous variables, namely employee productivity through the intervening variable, namely organizational commitment.

#### Population and Sample

According to Sudjana (2003) <sup>[27]</sup>, population is the totality of all possible values, results that are calculated or measured, quantitative or qualitative regarding certain characteristics of all members of a complete and clear collection who want to study their properties. According to Mulyatiningsih (2011) <sup>[18]</sup>, a population is a group of people, animals, plants, or objects that have certain characteristics to be studied. The population will be the area for generalizing the conclusions of the research results. According to Morissan (2012) <sup>[1]</sup>, a population is a collection of subjects, variables, concepts, or phenomena. We can research each member of the population to find out the characteristics of the population in question. The population is the total number of objects (units or individuals) whose characteristics are to be estimated, while the sample is part or all of the population that is the subject of research, which can represent the population of the study. The sample used in this research was the number of employees of the organization, namely 72 people. The total number of samples is taken based on the existing population and this sampling is called a saturated sample.



According to Sugiyono (2018) <sup>[28]</sup>, a sample is a part of the whole and the characteristics possessed by a population:

- a. If the population is large, it will of course not be possible for researchers to study everything in that population because of several obstacles that will be faced later, such as limited funds, energy, and time. So in this case it is necessary to use samples taken from that population.
- b. Then, what is learned from the sample will result in conclusions that will later be applied to the population. Therefore, the sample obtained from the population must be truly representative.

According to Arikunto (2010) <sup>[5]</sup>, a sample is a portion or representative of the population to be studied. If the research carried out is part of the population, it can be said that the research is sample research. According to Sudjana and Ibrahim (2004) <sup>[26]</sup>, a sample is a portion of the population that can be reached and has the same characteristics as the population from which the sample was taken. The sample used in this research was the number of employees at the certification institute, namely 72 people.

The number of samples taken is entirely based on the existing population and this sampling is called a saturated sample/census.

### Analysis Models

Descriptive analysis is an analytical method that aims to describe or explain something as it is in Baroroh (2008) <sup>[6]</sup>. In this research, data presentation uses a data analysis table of average values (mean) and frequency distribution.

Path analysis is a technique for analyzing causal relationships that occur in multiple regression if the independent variables affect the dependent variable not only directly but also indirectly (Retherford, 1993) <sup>[20]</sup>. In this study, to test the influence of mediating variables using path analysis.

### Research Result

#### 1. The Effect of Organizational Culture and Work Motivation on Organizational Commitment

To find out this, it is necessary to use the F test. The following is a test of each variable:

**Table 1:** F Test Results of the Influence of Organizational Culture and Work Motivation on Organizational Commitment

| ANOVA <sup>a</sup>                                                 |            |                |    |             |         |                   |
|--------------------------------------------------------------------|------------|----------------|----|-------------|---------|-------------------|
| Model                                                              |            | Sum of Squares | df | Mean Square | F       | Sig.              |
| 1                                                                  | Regression | 951.990        | 2  | 475.995     | 151.131 | .000 <sup>b</sup> |
|                                                                    | Residual   | 274.010        | 69 | 3.150       |         |                   |
|                                                                    | Total      | 1226.000       | 70 |             |         |                   |
| a. Dependent Variable: Organizational Commitment                   |            |                |    |             |         |                   |
| b. Predictors: (Constant), Organizational Culture, Work Motivation |            |                |    |             |         |                   |

**Source:** Primary data processed, 2023

From the table above, it was found that the F-count value of organizational culture and organizational commitment was 151.131, while the F-table was 3.950. Thus  $F\text{-count} > F\text{-Table}$ . Thus  $H_0$  is rejected and  $H_1$  is accepted at this level of significance. This gives the conclusion that organizational culture and work motivation affect the work productivity of employees. Thus the first hypothesis is tested and proven.

#### 2. The Effect of Organizational Culture and Work Motivation on Employee Work Productivity

To test the influence of organizational culture and work motivation on employee work productivity, the F test is carried out. The following are the results of the F test:

The F-test results for the organizational culture and work motivation variables were 61.116 and the F-table was 1.663.  $F\text{-count} > F\text{-table}$  which means  $H_0$  is rejected and  $H_1$  is

accepted. This gives the conclusion that organizational culture and work motivation affect employee work productivity. Thus the second hypothesis is tested and proven.

#### 3. The Effect of Organizational Commitment on Work Productivity:

To test the effect of organizational commitment on work productivity, the t-test was carried out. The following are the results of the t-test:

The results of the t-test for the organizational commitment variable obtained the value of t count = 14.082 and t-table of 1.663. This means  $t\text{-count} > t\text{-table}$  ( $14.082 > 1.663$ ), which means  $H_0$  is rejected and  $H_1$  is accepted. This gives the conclusion that organizational commitment affects employee work productivity. Thus the third hypothesis is tested and proven.

**Table 2:** Results of the F Test the Influence of Organizational Culture and Work Motivation on Employee Work Productivity

| ANOVA <sup>a</sup>                                                 |            |                |    |             |        |                   |
|--------------------------------------------------------------------|------------|----------------|----|-------------|--------|-------------------|
| Model                                                              |            | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                                                                  | Regression | 2076.494       | 2  | 1038.247    | 61.116 | .000 <sup>b</sup> |
|                                                                    | Residual   | 1477.961       | 69 | 16.988      |        |                   |
|                                                                    | Total      | 3554.456       | 70 |             |        |                   |
| a. Dependent Variable: Work Productivity                           |            |                |    |             |        |                   |
| b. Predictors: (Constant), Organizational Culture, Work Motivation |            |                |    |             |        |                   |

**Source:** Primary data processed, 2023

**Table 3:** Results of the T-test on the influence of organizational commitment on work productivity

| Coefficients |                           |                             |            |                           |        |
|--------------|---------------------------|-----------------------------|------------|---------------------------|--------|
| Model        |                           | Unstandardized Coefficients |            | Standardized Coefficients | t      |
|              |                           | B                           | Std. Error | Beta                      |        |
| 1            | (Constant)                | 5.609                       | 2.014      |                           | 2.785  |
|              | Organizational Commitment | 1.417                       | .101       | .832                      | 14.082 |

a. Dependent Variable: Work Productivity

Source: Primary data processed, 2023

#### 4. The Effect of Organizational Culture and Work Motivation on Work Productivity through Organizational Commitment

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{x_3x_1}) \times (\rho_{yx_3}) = 0,720 \times 0,632 = 0,455$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{x_3x_2}) \times (\rho_{yx_3}) = 0,698 \times 0,632 = 0,441$$

In the organizational culture variable, the indirect effect value is obtained from the path coefficient value  $\rho_{x_3x_1}$  multiplied by the path coefficient value  $\rho_{yx_3}$ . The multiplication results show that the indirect influence coefficient value is greater than the direct influence coefficient value. In the work motivation variable, the indirect effect value is obtained from the path coefficient value  $\rho_{x_3x_2}$  multiplied by the path coefficient value  $\rho_{yx_3}$ . The multiplication results show that the indirect influence coefficient value is greater than the direct influence coefficient value. This shows that organizational commitment can mediate, namely organizational culture and work motivation in influencing work productivity. Thus the fourth hypothesis is proven and tested.

#### Discussion

Organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations, this shared meaning system is a set of key characteristics that are upheld by the organization. Motivation is a will or desire that arises within employees that creates enthusiasm or encouragement to work optimally to achieve goals. According to Robbins (2008) <sup>[21]</sup>, motivation is the willingness to issue a high level of effort for organizational goals conditioned by the ability of the effort itself to meet some individual needs. Needs occur when there is no balance between what is owned and what is expected. Encouragement is a mental strength that is oriented towards fulfilling hopes and achieving goals. Goals are targets or things that an individual wants to achieve. Variable motivation is measured using three indicators, namely the need for achievement, the need for affiliation, and the need for power.

Handoko (2001) <sup>[12]</sup> argues that job satisfaction is an emotional state that is pleasant or unpleasant so that employees perceive their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they encounter in their work environment. The job satisfaction variable is measured using four indicators, namely liking the job itself, salary/wages, supervision, and coworkers.

Employee performance is the result of employee work during a certain period. These thoughts are compared with the targets/objectives that have been mutually agreed upon. Of course, the assessment still takes into account various circumstances and developments that influence performance. Employee performance variables are measured using five

indicators, namely work quality, timeliness, initiative, ability, and cooperation.

Employee work productivity is the result of employee work during a certain period. These thoughts are compared with the targets/objectives that have been mutually agreed upon. Of course, the assessment still takes into account various circumstances and developments that influence performance. Employee performance variables are measured using five indicators, namely work quality, timeliness, initiative, ability, and cooperation.

Based on the analysis of the description of organizational culture variables, it shows that skills and interest indicators contribute to the formation of competency variables, namely Employees have high work skills so they are very supportive at work and have an interest in working well. Based on the analysis of the description of the motivational variable, it shows that the indicator of the need for power makes the greatest contribution to the formation of the motivational variable, namely that employees often communicate harmoniously with superiors and co-workers in their work.

Based on the analysis of the description of the organizational commitment variable, it shows that the indicator of liking the work itself contributes to the formation of the variable organizational commitment to liking the work. Based on the descriptive analysis of the employee work productivity variable, it shows that the cooperation indicator has the greatest impact on the formation of employee performance variables, namely employees cooperating in completing their work.

#### Conclusions and Recommendations

##### Conclusion

1. Organizational culture and work motivation have a positive and significant effect on employee work productivity, the hypothesis is proven, meaning that the more organizational culture and motivation increase, the more organizational commitment will also increase.
2. Organizational culture and work motivation have a positive and significant effect on employee work productivity, the hypothesis is proven, meaning that increasing organizational culture and motivation can increase employee work productivity.
3. Organizational Commitment has a positive and significant effect on employee work productivity, The results of the t-test for the organizational commitment variable, the hypothesis is proven, meaning that the more organizational commitment increases, the more work productivity increases.
4. Organizational culture and motivation have a positive and significant effect on employee productivity through organizational commitment. The total influence that arises from organizational culture on work productivity through organizational commitment means that organizational commitment can mediate the influence of organizational culture and motivation on employee

productivity.

### Recommendations

Implementation of an organizational culture that can increase employee productivity at work. Therefore, this culture must be considered in the organization. This is done by appreciation and experience of the culture that applies to the organization and awareness of the attitudes of employees in understanding the culture of the organization.

Developing employee motivation at work also needs to be considered. Employees who have high motivation are expected to produce good performance. Fulfillment of employee needs, applying justice to the organization, and good attention to employees can also increase employee motivation.

Organizational commitment also needs to be developed. Employees who have a high organizational commitment to the organization need to be appreciated both in the form of awards and in other forms, organizational commitment is very important in increasing employee work productivity.

This will encourage other employees to participate in increasing their organizational commitment to the workplace. This research variable is important to implement and the results of this research can be used as input for policy makers. This research has limitations and has not explored Presidential Regulation of the Republic of Indonesia Number 1 of 2023 concerning the National Productivity Institute, Article 1 states that: 1). Productivity is a mental attitude and work ethic that always strives to improve the quality of life through increasing efficiency, effectiveness and quality to create added value on an ongoing basis. 2). National Productivity is the total level of efficiency, effectiveness, and quality of the entire production process of goods and services carried out by all components of the nation, both government and private. We suggest further research with the development of Presidential Decree Number 1 of 2023.

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