

Organizational Culture and Work Commitment as A Predictor of Work Productivity of PT "X" Employees

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Abstract

Organizations need to implement organizational culture and work commitment as one way to increase the work productivity of employees. This study aims to analyze organizational culture and work commitment as predictors of PT "X" employees' work productivity. This research approach is a quantitative-research. The sampling technique used in this research is nonprobability sampling with convenience sampling technique. The population was 340 employees, then the sample used in the study was 100 respondents. Data analysis using multiple linear regression analysis. The results showed that organizational culture and work commitment are simultaneously predictors of employee productivity at PT "X".

Keywords: *Organizational Culture, Work Commitment, Work Productivity.*

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A. INTRODUCTION

Hybrid Working is a combination of *Work from Home* (WFH) dan *Work from Office* (WFO). *Hybrid working* refers to a spectrum of flexible work arrangements where employees' locations and working hours are not strictly standardized but must ensure that they remain productive and productive (Ainurrofiq & Amir, 2022). Of course, companies have to adapt because of the system *hybrid* definitely brings several changes such as changes in ways of working, forms of work communication and changes experienced by employees. Many companies are implementing it *hybrid working* During the COVID-19 Pandemic, one of them was the Company PT "X" which operates in the Multinational Information Technology sector and be at *The Plaza Office Tower*, Central Jakarta. According to an interview conducted by researchers in pre-research on December 8 2022 with one of the company employees with the position of *Human Capital & Business Development* using media *Zoom Meeting*, Tim *Human Capital* try to always optimize employee performance with changing work systems at the moment *hybrid* so that the company's targets and objectives can continue to be achieved. The difficulty experienced by the company is how to keep all company employees stable so that they remain committed to work and remain productive in the pandemic situation COVID-19.

Based on the results of interviews conducted by researchers with one of the company employees with the position of *Human Capital & Solution Development* use media *Google Meet*, it was said that the company started to carry out reconstruction due to the increasingly improving situation from the Pandemic COVID-19 and employees are encouraged to return to work in the office. The researcher summarized

what was conveyed by company employees that at the time *hybrid*. In terms of job satisfaction and employee productivity, it is quite high because work targets are clearly achieved and employees feel comfortable working at home. However, when employees are asked to work in the office, they can see a decrease in employee productivity, which is known based on internal communication during collaboration between teams, employees look no longer enthusiastic when they arrive at the work space because the journey to the office is blocked by road traffic, and they are less active and initiative in their work. carry out innovations as seen from the results of individual evaluations. Employee productivity according to the company is also quite difficult to measure at the moment *hybrid* because the time required to discuss and resolve problems becomes longer and is not as easy as when employees gather in one room. The company has carried out evaluations carried out by managers and teams individually (*one on one*) to find out how employee commitment and employee difficulties when working at the company. The company has taken various steps to increase employee work productivity. Therefore, to achieve company goals, employee commitment is needed to increase their work productivity.

Productivity is an employee's effort which can be seen from the final results. Every employee in the company is considered productive if they are willing to dedicate themselves and produce goods and services in accordance with the targets that have been set and can even exceed them in a short time and have a big impact on the company (Douw et al, 2021). Work productivity is interpreted as a condition for measuring the level of ability to produce products, whether measured individually, in groups or in organizations (Douw et al., 2021). Basically, productivity is a keyword in a company. Therefore, it can be said that productivity is the level of excellence of a company by utilizing human resources which is also influenced by the organizational culture created within the company. According to Zaky (2021) the relationship between organizational culture and productivity includes three ideas, namely, unifying goals, creating motivation, providing structure and control. Organizations certainly have work policies and practices, but it is culture that can connect them with employees in the same way that employees can feel they belong and belong to the company. Organizational culture provides special characteristics to an organization that differentiate it from other organizations. Organizational culture is the basic philosophy of an organization that contains beliefs, norms and shared values which are the core characteristics of how things are done in an organization (Accounting et al., 2022). This is also supported by Robbins & Judge (2015) who argue that organizational culture is a system of shared meaning held by members to differentiate their organization from other organizations. By making organizational culture a reference for the company, it will produce professional leaders and employees with integrity. PT "X" which operates in the Multinational Information Technology sector and is located in *The Plaza Office Tower*, Central Jakarta also has an organizational culture. Organizational culture is a very significant aspect in influencing the level of work productivity in a company. If the organizational culture in a company is conducive then this can support individuals or groups in the company to be

productive in achieving goals (Sukarno et al, 2020). So, to support the company, efforts are made to pay attention to organizational culture, which is one of the factors that influences employee productivity. PT "X" which operates in the Multinational Information Technology sector and is located in *The Plaza Office Tower*, Central Jakarta has 3 closely held organizational cultures, namely high and good quality work, speed in responding, and effectiveness and efficiency. High quality work, employees who respond quickly in every situation and condition as well as effective and efficient work will produce good cooperation and can provide *feedback* which is positive for the company and employees.

The organizational culture that has been created must be supported by the ability/skill employees and is based on the intervention of employee commitment. A company will be very effective and efficient if it has committed employees. Committed employees will be happy to make more optimal efforts to achieve company goals (Purnama et al, 2016). In this regard, if employees feel comfortable with the company's organizational culture and obtain *feedback* good, the level of employee commitment will be higher (Herdiana & Yuniasih 2020). Employees who are highly dedicated and responsible for their work or have a work commitment are valuable assets. High work commitment makes employees more able to recognize their work to have a positive impact on the organization where the employee works (Rulysca, 2020). Commitment does not just come, therefore having highly committed employees is not an easy thing. Employee commitment is an effort to involve themselves in the company and not leave it, when employees are more involved with work, it means they are more committed to their work and implies that employees are satisfied with work in an organization (Sriathi, 2018).

Behavior and commitment itself also influence a person's performance at work. Commitment is considered necessary in an organization or company because with high commitment an employee will show a professional attitude and uphold mutually agreed values so that their level of productivity will increase. Because the company believes that without high employee commitment, the company will not be successful (Accounting et al., 2022). Work commitment is more than loyalty but more about members' intimacy with their organization. According to the results of research conducted by Fauzi et al (2022), it is revealed that the commitment variable has an impact on the work productivity variable, the greater the employee's organizational commitment, the higher the value of the worker, because the more loyal the individual is involved in a group, the greater the commitment to the group. Organizational commitment has a very positive and significant impact on employee productivity

Organizational culture and strong work commitment will foster a high sense of responsibility in each employee so that they are able to have the motivation to produce optimal performance, achieve predetermined goals and increase work productivity. According to Agustin et al (2015) in their research on organizational culture, leadership and commitment to employee work productivity (Study at PT Astra International Tbk. Daihatsu Majapahit Semarang Branch) the results of this research state that organizational culture, leadership and organizational commitment

simultaneously and partially have a positive effect and significant impact on employee work productivity. According to Sasuwe (2018), the results of his research reveal that organizational culture has a significant positive effect on employee work productivity. Then, researchers also found that previous research conducted by Niam (2018) showed that the relationship between organizational commitment and employee work productivity was negative and not significant. The novelty in this research is that researchers conducted research on companies operating in the multinational technology sector.

B. METHOD

This research uses quantitative research methods. This research will use multiple linear regression analysis techniques because researchers want to test the existence of a relationship between three variables, namely organizational culture (X_1) and work commitment (X_2) as a variable independent (X) and work productivity as variables dependent (Y). The population of this research is all employees of PT "X" who are engaged in the Multinational Information Technology sector and are located in The Plaza Office Tower, Central Jakarta, totaling 340 employees. The sample that the author took from a population of 340 employees, the author was only allowed by the company to take a sample of 100 people. The sampling technique used in this research is nonprobability sampling. Deep sampling technique non-probability sampling used in this research are convenience sampling based on the participant's willingness to participate in this research.

C. RESULTS AND DISCUSSION

1. Descriptive Analysis Results

a. Organizational culture

Categories of organizational culture among employees at PT. X is based on a hypothetical score. Based on the results of the score calculation, the groups were then grouped into five categories, namely very high, high, medium, low and very low. The calculation results are described as follows:

Table 1. Formulation of Organizational Culture Categories

Catagory	Formulatioin	Category
Very high	$X > Mean + 1,5 SD$	$X > 236$
High	$Mean + 0,5 SD < M + 1,5 SD$	$217 < X 235,5$
Currently	$Mean - 0,5 SD < X < Mean + 0,5 SD$	$210 < X 216,5$
Low	$M - 1,5 SD < Mean - 0,5 SD$	$197 < X 209,5$

Based on the results above, the frequency of each category can be determined based on the scores obtained as follows:

Table 2. Categorization of Organizational Culture

Catogory	Formulation	Frekuensi	Total
Very high	$X > \text{Mean} + 1,5 \text{ SD}$	7	7%
Tall	$\text{Mean} + 0,5 \text{ SD} < M + 1,5 \text{ SD}$	20	20%
Currently	$\text{Mean} - 0,5 \text{ SD} < X < \text{Mean} + 0,5 \text{ SD}$	41	41%
Low	$M - 1,5 \text{ SD} < \text{Mean} - 0,5 \text{ SD}$	27	27%
Very low	$X < \text{Mean} - 1,5 \text{ SD}$	5	5%
Amount		100	100%

Based on the descriptive analysis data of the hypothetical organizational culture variable above, there were 41 participants whose organizational culture scores were in the medium category with a percentage of 41%, 27 participants had organizational culture scores in the low category with a percentage of 27%. 20 participants had organizational culture scores in the high category with a percentage of 20%, 7 participants had organizational culture scores in the very high category with a percentage of 7% and 5 other participants had very low work culture scores with a percentage of 5%. The scores obtained by participants ranged from a minimum score of <196.6 to a maximum score of >236, with a standard deviation value of 13. Based on the categorization of respondents' answers to organizational culture, it was discovered that 68 people answered the moderate to very high category with scores ranging from 210. to > 236, then the majority of participants have an organizational culture level that is in the medium to very high category.

b. Work Commitment

Table 3 Summary of Work Commitment Categories

Catagory	Formulation	Scale Score
Very high	$X > \text{Mean} + 1,5 \text{ SD}$	$X > 76$
Tall	$\text{Mean} + 0,5 \text{ SD} < M + 1,5 \text{ SD}$	$71 < X 75,5$
Currently	$\text{Mean} - 0,5 \text{ SD} < X < \text{Mean} + 0,5 \text{ SD}$	$66 < X 70,5$
Low	$M - 1,5 \text{ SD} < \text{Mean} - 0,5 \text{ SD}$	$61 < X 65,5$
Very low	$X < \text{Mean} - 1,5 \text{ SD}$	$X < 60,5$

Based on the results above, the frequency of each category can be determined based on the scores obtained which are as follows:

Table 4. Work Commitment Categorization Table

Catagory	Formulation	Frecuency	Total
Very high	$X > \text{Mean} + 1,5 \text{ SD}$	9	9%
Tall	$\text{Mean} + 0,5 \text{ SD} < M + 1,5 \text{ SD}$	16	16%
Currently	$\text{Mean} - 0,5 \text{ SD} < X < \text{Mean} + 0,5 \text{ SD}$	47	47%
Low	$M - 1,5 \text{ SD} < \text{Mean} - 0,5 \text{ SD}$	21	21%
Very low	$X < \text{Mean} - 1,5 \text{ SD}$	7	7%
Amount		100	100%

Based on descriptive analysis data of work commitment variables hypothetically in the table, there are 47 participants whose work commitment scores are in the medium category with a percentage of 47%, 21 participants have work commitment scores that are in the high category with a percentage of 21%. 16 participants had work commitment scores at low category with a percentage of 16%, 9 participants had work commitment scores in the very low category with a percentage of 9% and 7 other participants had very high work commitment scores

with a percentage of 7%. Based on the categorization of respondents' answers to work commitment, it is known that as many as 72 people answered the medium to very high category with scores ranging from 66 to >76, so the majority of participants had a level of work commitment that was in the medium to very high category.

c. Work Productivity

Table 5. Work Productivity Categorization Table

Category	Formulation	Scale Score
Very high	$X > \text{Mean} + 1,5 \text{ SD}$	$X > 35$
Tall	$\text{Mean} + 0,5 \text{ SD} < M + 1,5 \text{ SD}$	$32 < X < 34,5$
Currently	$\text{Mean} - 0,5 \text{ SD} < X < \text{Mean} + 0,5 \text{ SD}$	$29 < X < 31,5$
Low	$M - 1,5 \text{ SD} < \text{Mean} - 0,5 \text{ SD}$	$26 < X < 28,5$
Very low	$X < \text{Mean} - 1,5 \text{ SD}$	$X < 25,5$

Based on the results above, the frequency of each category can be determined based on the scores obtained which are as follows:

Table 6. Work Productivity Categorization Table

Category	Formulation	Frequency	Total
Very high	$X > \text{Mean} + 1,5 \text{ SD}$	9	9%
Tall	$\text{Mean} + 0,5 \text{ SD} < M + 1,5 \text{ SD}$	16	16%
Currently	$\text{Mean} - 0,5 \text{ SD} < X < \text{Mean} + 0,5 \text{ SD}$	38	38%
Low	$M - 1,5 \text{ SD} < \text{Mean} - 0,5 \text{ SD}$	35	35%
Very low	$X < \text{Mean} - 1,5 \text{ SD}$	2	2%
Amount		100	100%

Based on descriptive analysis data of hypothetical work productivity variables in table 4.6, there are 38 participants whose work productivity scores are in the medium category with a percentage of 38%, 35 participants have work productivity scores that are in the low category with a percentage of 35%. 16 participants had work productivity scores in the high category with a percentage of 16%, 9 participants had work productivity scores in the very high category with a percentage of 9% and 2 other participants had very high work productivity scores with a percentage of 2%. Based on the categorization of respondents' answers to work commitment, it is known that as many as 63 people answered the medium to very high category with scores ranging from 29 to > 35, so the majority of participants had a level of work commitment that was in the medium to very high category.

2. Item Discrimination Power Test

The validity test in this research was processed using *SPSS Statistics Version 28* with a total score of 5% significance level and a sample size of 100 people. The level of validity can be seen by comparing *Pearson Correlation* each question item with table *r Product Moment*. If $r_{\text{count}} > r_{\text{table}}$ for *item* the statement is declared valid where r_{table} of 0.250.

a. Organizational culture (X1)

The item analysis test on the organizational culture scale was carried out twice. The first round is to select items that pass (meet item conventions) and eliminate items that fail. Next, in the second round, the measurement reliability and discrimination power were measured after removing the dropped items.

The results of the item selection and reliability tests in the first round of the organizational culture scale with 80 items showed a reliability coefficient of 0.910, which means the measuring instrument is reliable. Then there were 14 items that were dropped, namely item numbers 8, 9, 13, 16, 18, 19, 20, 28, 37, 41, 43, 44, 54, and 60. The item correlation value moved between 0.250-0.572. then in the second round, a change in the reliability coefficient was obtained of 0.930 with the number of items falling out being 0 or non-existent based on a minimum item discrimination index of 0.25. The item correlation value moves between 0.250-0.571.

b. Work commitment (X2)

The item analysis test on the organizational culture scale was carried out twice. The first round is to select items that pass (meet item conventions) and eliminate items that fail. Next, in the second round, the measurement reliability and discrimination power were measured after removing the dropped items.

The results of the item selection and reliability tests in the first round of the work commitment scale with 24 items showed a reliability coefficient of 0.842, which means the measuring instrument is reliable. Then there were 3 items that were dropped, namely item numbers 10, 13 and 16. The item correlation value moved between 0.250-0.632. then in the second round, a change in the reliability coefficient of 0.851 was obtained with the number of items that failed 0 or none based on a minimum item discrimination index of 0.25. The item correlation value moves between 0.250-0.623.

c. Work productivity (Y)

Based on the results of the discrimination power test that has been carried out, it shows that the discrimination power coefficient from the $r_{\text{count}} > r_{\text{table}}$ test as well as the results of the work productivity item discrimination test can be declared valid with a reliability coefficient obtained of 0.847, so this research can be continued.

3. Reliability Test

Reliability tests are used to measure questionnaires and to show the extent to which measurement results are considered relatively consistent when measured repeatedly over time. The reliability test can be seen from the value criteria *Alpha Cronbach's* where a measuring instrument is said to be reliable or reliable if the value *Alpha Cronbach's* > 0.60 . On the other hand, if *Alpha Cronbach's* < 0.60 means the measuring instrument is not reliable.

a. Organizational culture

Below are presented the results of the reliability test on the organizational culture variable.

Table 7. Reliability Test Results for Organizational Culture Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
,930	66

From table 3.5, it can be seen that the trial of the organizational culture instrument obtained a reliability test result of 0.930. The conclusion is that the organizational culture instrument is declared reliable.

b. Work Commitment

Below are presented the results of the reliability test on the work commitment variable.

Table 8. Reliability Test Results for Work Commitment

Reliability Statistics	
Cronbach's Alpha	N of Items
,851	21

From table 3.6, it can be seen that the test of the work commitment instrument obtained a reliability test result of 0.851. The conclusion is that the work commitment instrument is declared reliable.

c. Work productivity

Below are presented the results of the reliability test on the work productivity variable.

Table 9. Reliability Test Results for Work Commitment Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
,847	9

From table 3.7, it can be seen that the test of the work commitment instrument obtained a reliability test result of 0.847. The conclusion is that the work productivity instrument is declared reliable.

4. Assumption Test Results

a. Normality test

The purpose of the normality test stated by Ghazali (2018) is to find out whether each variable is normally distributed or not. So, in this research a normality analysis was carried out using the Kolmogorov Smirnov test. A variable is said to have a normal distribution if its value is above 0.05.

Table 10. Normality Test Results

One-Sample Kolmogorov-Smirnov Test				
		Budaya Organisasi	Komitmen Kerja	Produktivitas Kerja
N		100	100	100
Normal Parameters ^{a,b}	Mean	216,25	68,45	94,58
	Std. Deviation	13,368	5,553	7,450
Most Extreme Differences	Absolute	,080	,077	,098
	Positive	,063	,047	,098
	Negative	-,080	-,077	-,096
Test Statistic		,080	,077	,098
Asymp. Sig. (2-tailed)		,114 ^c	,150 ^c	,020 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

According to the results of the normality test, it can be seen that the residual value on Asymp sig for the organizational culture variable shows a result of $0.114 > 0.05$. The asymp sig of the work commitment variable shows a result of $0.150 > 0.05$. And Asymp sig of the work productivity variable shows a result of $0.020 > 0.05$. In conclusion, the residual data for the three variables is stated to be normally distributed.

Normality tests can also be carried out using p-plots and histograms. The P-plot is to determine the visible points, where if they approach the diagonal line then the data distribution is assumed to be normal. The same is true for histograms, where the histogram graph is said to be normal if the data distribution forms a bell (*bell shaped*), not skewed to the left or to the right.

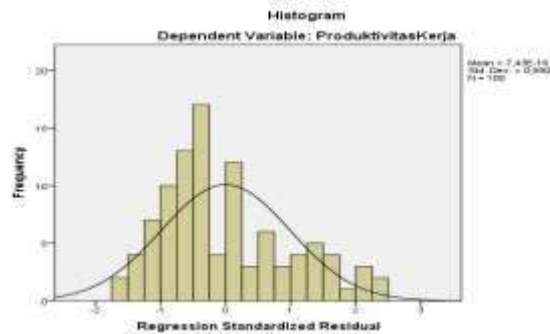


Figure 1. Histogram

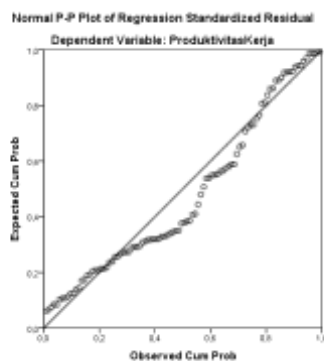


Figure 2. P-Plots

From the image above it can be concluded that the histogram graph gives a shape that shows a normal distribution, and on the graph *normal probability plots* Spots can be seen spreading around the stretch of diagonal line and the distribution follows the direction of the diagonal line.

b. Linearity test

Table 11. Linearity Test Results for Organizational Culture and Work Commitment Variables

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
ProduktivitasKerja *	Between	(Combined)	4103,029	44	93,251	3,686	,000
BudayaOrganisasi	Groups	Linearity	1450,435	1	1450,435	57,336	,000
		Deviation from Linearity	2652,594	43	61,688	2,439	,001
	Within Groups		1391,331	55	25,297		
	Total		5494,360	99			

From the results of the linearity test, the value is known *Linearity* namely $0.000 < 0.05$. From these results, it can be concluded that there is a linear relationship between organizational culture variables and work commitment

Table 12. Linearity Test Results Organizational Culture and Work Productivity Variables

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
Produktivitas Kerja *	Between	(Combined)	5404,151	25	216,166	177,324	,000
Komitmen Kerja	Groups	Linearity	5364,802	1	5364,802	4400,834	,000
		Deviation from Linearity	39,349	24	1,640	1,345	,167
	Within Groups		90,209	74	1,219		
	Total		5494,360	99			

From the test results the value is known *Linearity*, namely $0.000 < 0.05$. From these results, it can be concluded that there is a linear relationship between organizational culture variables and work productivity.

c. Multicollinearity Test

The multicollinearity test was carried out to test whether the regression model found a correlation between the independent variables (Ghozali, 2018). The regression model is said to be good if there is no correlation between the independent variables. To see whether multicollinearity exists or not, it can be seen from the tolerance value and its opposite *Variances Inflation Factor* (VIF). The criteria for testing use tolerance values and VIF values as follows:

- 1). There is multicollinearity if the tolerance value is ≤ 0.10 or the VIF value is > 10
- 2). There is no multicollinearity if the tolerance value is > 0.10 and the VIF value is ≤ 10

Table 13. Multicollinearity Test Results

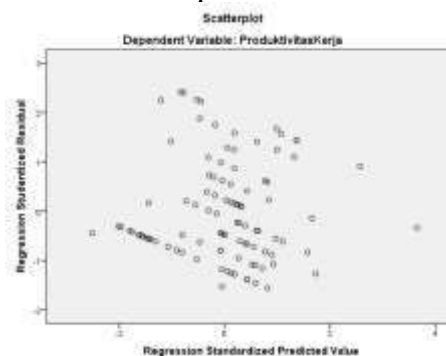
Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	9,515	4,766		1,997	,049		
BudayaOrganiasi	,066	,025	,288	2,659	,009	,734	1,363
KomitmenKerja	,097	,059	,176	1,629	,107	,734	1,363

a. Dependent Variable: Produktivitas Kerja

The table above shows that the tolerance values of $0.734 > 0.10$ and a VIF value of $1.363 \leq 10$, it can be concluded that there is no multicollinearity or correlation between the independent variables in this study.

d. Heteroscedasticity Test

The heteroscedasticity test is carried out to test whether the regression model has differences in variance from the residuals of one observation to another. A regression model is said to be good if heteroscedasticity does not occur. Decision making is based on graphic results *scatterplot*, where if the distribution of points on the graph is random or does not form a pattern, then the regression model is good.

**Figure 3. Scatterplot Graphics**

From Figure 3, it can be seen that there are distribution points of the resulting data that do not form a particular pattern above and below the number 0 (zero) on the Y axis, so from these results it can be concluded that there is no heteroscedasticity and the regression model is suitable for use.

Apart from that, the heteroscedasticity test can also be carried out using the Glejser test, where decision making is based on the significance value of the regression model being tested. If the significance value is > 0.05 , then this means there is no heteroscedasticity in the regression model, conversely if the resulting significance value is < 0.05 , it means there is heteroscedasticity in the regression model.

Table 14. Heteroscedasticity Test Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,059E-15	4,766		,000	1,000
	BudayaOrganiasi	,000	,025	,000	,000	1,000
	KomitmenKerja	,000	,059	,000	,000	1,000

a. Dependent Variable: Abs_Res

5. Hypothesis Test Results

Table 15. Test for Significant Values

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152,910	2	76,455	9,667	,000 ^b
	Residual	767,200	97	7,909		
	Total	920,110	99			

a. Dependent Variable: ProduktivitasKerja

b. Predictors: (Constant), KomitmenKerja, BudayaOrganiasi

The significance test table above is used to determine the level of significance or linearity of the regression. Decision making is determined based on the significance value test, provided that the sig value is <0.05 . Based on the table above, the value obtained is sig = 0.000, which means sig $<$ the significant criterion of 0.05. Thus, the regression equation model based on research data is significant and meets the criteria.

Table 16. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,408 ^a	,166	,149	2,812

a. Predictors: (Constant), KomitmenKerja, BudayaOrganiasi

From the results of the calculations above, it can be concluded that the variable X to Y is a simultaneous predictor with a contribution of 16.6% and the remaining 83.4% is influenced by other factors.

Table 17. Correlations Test Results

Correlations				
		X1	X2	Y
X1	Pearson Correlation	1	,516**	,379**
	Sig. (2-tailed)		,000	,000
	N	100	100	100
X2	Pearson Correlation	,516**	1	,325**
	Sig. (2-tailed)	,000		,001
	N	100	100	100
Y	Pearson Correlation	,379**	,325**	1
	Sig. (2-tailed)	,000	,001	
	N	100	100	100

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

Based on the table above, it is known that the value obtained *Pearson Correlation* for organizational culture it is $0.379 > r$ table 0.195, so it can be concluded that there is a positive correlation between organizational culture and work productivity. Next, the value is known *Pearson Correlation* work commitment is $0.325 > r$ table 0.195, so it can be concluded that there is a correlation between work commitment and work productivity. This means that the higher the organizational culture, the more work productivity will increase. Or the lower organizational culture is correlated with lower productivity. Apart from that, the correlation figures also show a positive relationship,

meaning that higher organizational commitment is also correlated with higher productivity. Likewise, low commitment is correlated with low productivity.

Based on the results of the analysis, it can be seen that the majority of employees, namely 75% of PT X. When viewed from the correlation value, the low productivity value is also proven to be correlated with low internalization of organizational culture. Likewise, low work productivity correlates with low organizational work commitment of PT X needs to receive more serious attention so that employee work productivity at PT X. Work productivity experienced by employees at PT "X" Multinational Information Technology and is in *The Plaza Office Tower*, Central Jakarta is mostly in the medium to very low category at 75%. Likewise, data on understanding organizational culture also shows that 73% of employees are in the medium to very low category. Work productivity is the level of excellence of a company by utilizing human resources which is also influenced by the organizational culture created within the company. According to Dan et al (2020), employee work productivity is the scope of something based on psychological behavior which has a view of the implementation of production activities in a business which is expected to be able to work better than before and always improve itself by thinking more creatively, dynamically and openly as well as regarding working system.

Work productivity among PT "X" employees is caused by several factors, one of which is organizational culture. Organizational culture is a very significant aspect in influencing the level of work productivity within a company or organization. If the cultural conditions within an organization are conducive then this can support the organization in achieving its goals. This can increase work productivity and an effective organizational culture and can result in increased work productivity for employees (Sukarno & Anitra, 2020). The same thing was also conveyed by Nurhaida & Susilastri (2019) that organizational culture has a positive influence on employee work productivity. According to Zaky (2021), there is a significant influence of organizational culture on work productivity.

According to Nur et al. (2018), in their research they saw that organizational culture had a positive and significant influence on employee work productivity. In line with this, Octarini et al. (2021) conducted an analysis and found that organizational culture influences work productivity. The next factor that can influence work productivity is work commitment. Fauzi et al. (2022) stated that employee work productivity will not arise spontaneously but requires development through work commitment. This work commitment can advance work productivity within the organization or company. In line with that, Wahyuningsih (2019) stated that productivity also reflects employee work ethic which is also reflected in a good mental attitude. Entrepreneurs and employees involved in a company must strive to increase productivity.

The organizational culture at PT "X" has 3 closely held organizational cultures, namely high and good quality work, speed in responding, and effectiveness and efficiency. However, in reality the organizational culture at PT X not created well. According to Schein (2004), low organizational culture is an organizational culture

that is unable to carry out two main functions, namely being able to support the organization in adapting to external and internal company factors. Likewise with work commitment, PT "X"'s work commitment is considered low because employees are less active and have the initiative to work and do not have the passion to innovate in changes when working in the office, employees have not adapted to the company's current reconstruction changes. This is in contrast to what was expressed by Robert & Kinicki (2011) who stated that work commitment is a reflection of how an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who have commitment are expected to show availability to actively work harder to achieve organizational goals.

D. CONCLUSION

Based on the results of research that has been carried out, it can be concluded that organizational culture and work commitment variables are predictors of work productivity variables for employees at PT "X" Multinational Information Technology and are located in *The Plaza Office Tower*, Central Jakarta. The test and analysis results show a positive and significant influence. The amount of contribution made by organizational culture and work commitment variables to work productivity is 16.6%. Therefore, there are things related to organizational culture and work commitment that must be improved by the company, so that employee work productivity can increase.

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