



The Effect of Compensation and Organizational Culture on Work Productivity

Tiara Rizkia Putri¹, Kokom Komariah², Faizal Mulia Z³

^{1,2,3} Universitas Muhammadiyah Sukabumi, Indonesia

Jl. R. Syamsudin, S.H. No. 50, Cikole, Kec. Cikole, Kota Sukabumi, Jawa Barat

Correspondence: E-mail: ¹tiararizkiaputri562@ummi.ac.id, ²ko2mpuspa@ummi.ac.id, ³faizal_88@ummi.ac.id

ABSTRACT	ARTICLE INFO
<p>The phenomenon of the problem in this study is the low productivity of PT Elpindo Reksa employees, which is thought to be influenced by compensation and organizational culture. This study aims to identify the effect of compensation and organizational culture on employee productivity. The research method used is associative research with a quantitative approach. The study population consisted of 41 employees of PT Elpindo Reksa in the transportation section. Data collection techniques were carried out through questionnaires, interviews, observations, and field studies. Data analysis used descriptive statistical analysis, classical assumption test, multiple regression analysis, and hypothesis testing. The results showed that compensation has a positive and significant effect on employee work productivity with a t-count value of 4,137 and a significance of 0,000. In contrast, organizational culture has no significant effect on employee work productivity with a t-count value of 0.167 and a significance of 0.868. Simultaneously, compensation and organizational culture have a significant effect on employee work productivity with an F-count value of 8,932 and a significance of 0.001. This finding indicates that adequate compensation can increase employee work productivity, while organizational culture does not have a significant effect partially on work productivity.</p>	<p>Article History: <i>Submitted/Received 29 Juli 2024</i> <i>First Revised 12 November 2024</i> <i>Accepted 1 December 2024</i> <i>First Available online 16 January 2025</i> <i>Publication Date 20 January 2025</i></p> <hr/> <p>Keywords: <i>Compensation,</i> <i>Organizational Culture,</i> <i>Work Productivity</i></p>
<p>© 2025 Pendidikan Manajemen Perkantoran</p>	

1. INTRODUCTION

Work productivity as one of the supporting aspects to make human resources an important indicator of achieving the goals of an organization/company effectively and efficiently. Work productivity is very important for employees in the company, with work productivity it is hoped that work will be carried out efficiently and effectively so that all are indispensable in achieving the goals that have been set (Buyongi et al, 2021). The quality of good employees will be able to improve the progress of an organization to achieve good results requires an increase in the work system, improving the work system is very important for the progress of the company. To achieve good results, employee participation is very important because the progress or failure of a company depends on the work produced by productive employees. Thus productivity can be interpreted as an increase oriented to the progress of the company, the development of employee skills is intended so that in working can optimize the effectiveness of its ability to be more productive, compensation can increase good work productivity. Every organization must renew and develop a system for compensating the role of employees in a company is very important because employees carry out all the company's operational activities. (Purnomo & Utami, 2021).

Compensation as a form of reward given to employees for the work they have done. Compensation that is perceived positively and felt adequate by employees can stimulate employee performance, on the other hand, compensation that is perceived negatively as inadequate to meet the needs of daily life will encourage employees to be reluctant to show their best performance. Basically, compensation is expected to increase employee productivity so that employees are passionate about working efforts to achieve company goals by offering financial stimulation and exceeding basic wages. What must also be considered is that compensation must be carried out on time, so that it can encourage each employee to work better than the previous situation and increase productivity. Basically, giving is not a right but a tribute to employees who have shown their abilities and good work performance in carrying out their duties, this is intended to motivate work (Ardiansyah & Firdaus, 2020).

The compensation program reflects the organization's efforts to maintain its human resources. Providing good compensation will encourage employees to work well and productively. On the other hand, in addition to compensation, increasing employee productivity can also be done with organizational culture. Organizational culture is believed to be the glue in organizations undergoing change. Building an organizational culture is certainly not as easy as saying it, it must go through a long and continuous process. It is called sustainable because the values and norms contained in the culture are constantly changing and developing according to the times. Therefore, organizational culture needs to be built in such a way as to be flexible, adaptive and accommodating to various changes so that the ideal of an organization that has excellence is not just a dream. Organizations with a certain culture provide an attraction for individuals with certain characteristics to join. Organizational culture is non-formal or unwritten but has an important role as a way of thinking, accepting circumstances and feeling something in the company (Asnora, 2020).

Organizational culture is an assumption that is created, discovered or developed by a particular group in overcoming a problem both external and internal. The characteristics that can be used as a measure of the strength of each organization to achieve its goals and become a benchmark for human resources in viewing the organization where they work, namely: 1. Focus on people (people focus) Making decisions made by management will always pay attention to the impact of outcomes for people in the organization. 2. Reward criteria

Rewards such as salary increases and promotions are allocated according to achievement or performance, employee competence and not based on seniority, favoritism or other non-performance factors. (Saptyaningsih, 2021).

In this study, researchers will describe that employees have rights that can be received, one of which is compensation after employees carry out their duties and obligations, and how influential compensation and organizational culture are on employee productivity. Compensation is a reward for what has been done in the form of money or non-money given by the company to employees. For employees, compensation is the most important part because the amount of compensation provided can affect employee work productivity.

PT Elpindo Reksa is a subsidiary of PT Indah Prakarsa Sentosa Tbk which was founded in 1992 which is engaged in public transportation and distribution of fuel and natural gas. Currently PT Elpindo Reksa provides LPG transportation services and has 2 garage centers namely in Tanjung Merak and Tanjung Priuk, PT Elpindo Reksa continues to make efforts to increase the work productivity of its employees. Low productivity is often associated with the provision of compensation to employees, the higher the compensation given, the higher the productivity produced. If the compensation that the company provides is in accordance with what employees have done, then employees can get high productivity and be motivated to achieve company goals. If the compensation given is not appropriate and not on time, then employee productivity will continue to decline. If productivity is seen from the compensation given, it can be said that the company has paid attention to employees. Compensation given to employees of PT Elpindo Reksa in the transportation section is measured through the rise and fall of dexlite fuel prices.

Based on observations made by researchers, the problem related to work productivity at PT Elpindo Reksa is employee indiscipline at work. There are problems with the increase and decrease in employee attendance rates, this can be seen from the table below:

Table 1. Total Employee Attendance July-December 2023

No.	Month	Number of employees	Number of licenses	Without description	Total attendance
1	July	41	2	1	38
2	August	41	1	3	37
3	September	41	1	1	39
4	October	41	2	5	34
5	November	41	3	2	36
6	December	41	5	1	35

Source: PT Elpindo Reksa data, 2023

Based on the table above, it can be seen the total attendance of employees in the transport section of PT Elpindo Reksa from July to December 2023. It can be seen that in September there was an increase in employee attendance of 39 employees who worked while in October, November, and December there was a continuous decline. From the total attendance table above, it shows a decrease in employee discipline which can cause instability in the flow of work, resulting in poor work productivity.

Based on observations and sources obtained from PT Elpindo Reksa, there are several aspects that make employee productivity decrease, namely the lack of employee discipline in

working optimally, due to delays in giving wages or salaries to employees and the absence of health benefits and accident insurance at work which causes employees to be lazy.

Employees will be enthusiastic in carrying out work if the company can understand and be able to meet the needs of its employees. If the compensation provided is not appropriate and timely, employees will not be productive in carrying out their work and tend to be lazy. The decrease in productivity felt by the company is a low level of discipline and lack of work enthusiasm.

With regard to compensation, there were complaints about unsatisfactory compensation received. The following is a list of fuel prices



Figure 1. List of dexplite prices from July to December 2023

Source: Pertamina.com, 2023

From the picture above it appears that the compensation provided is erratic every month, in October the price of dexplite reached Rp 17,200 where dexplite fuel experienced a significant increase and was among the highest prices of the last 6 months, meaning that the salary or wages given should also increase significantly. However, in November and December the price of dexplite fuel decreased by Rp 250, which means that employee salaries or wages have decreased as well.

This is also based on the results of observations and interviews with 5 employees, who stated that the amount of compensation received was not in accordance with what was received. Which according to employees, the compensation received is difficult to increase if the price of dexplite fuel rises. In addition, the company also does not provide health benefits and accident insurance for employees, this is a problem with the company's organizational culture, namely that the company pays less attention to employees which has an impact on employee discomfort at work, because when there is damage to the car unit, the employee must be responsible for fixing it. This shows that the company in making decisions does not pay attention to the impact of the outcomes received by employees. This certainly has an impact on employee work productivity where employees are not excited when they have to work on long trips, and also has an impact on employee work results which will hamper employees' rights to get promotions to improve their careers.

Based on the results of observations made, researchers found a gap in research conducted by (Arifudin et al, 2020) showing that compensation has a positive and significant effect on work productivity, according to research (Buyongi et al, 2021) saying that organizational culture affects work productivity, while according to (Solihat & Maura, 2023) in the research he conducted showed that compensation has no effect on work productivity.

Compensation and organizational culture are very important aspects to increase employee productivity. Compensation is a driving force for employees in carrying out their duties to produce good and productive performance, while organizational culture needs to be built to create responsible employee habits and have good discipline.

Based on the above background, researchers are interested in examining the influence between compensation variables and organizational culture on work productivity with the title "The Effect of Compensation and Organizational Culture on Work Productivity".

2. LITERATURE REVIEW

Researchers use human resource management as a *middle range theory* because human resource management is a science that studies all activities in the process of conducting and organizing company activities to be more effective and efficient which includes the scope of various work problems carried out by managers, employees and other labor in achieving company goals (Karim, 2023). According to (Restanti, 2019) Human resource management is a policy carried out by a leader in a company in mobilizing human resources through various processes.

According to Eddy (2016) work productivity is the effectiveness of the use of employees that leads to the goal of getting performance results in a certain period of time needed to produce products. According to Mbate'e (2020) work productivity is an individual's success in carrying out his work which is seen from the effort in doing his job and the overall work productivity of employees.

According to Mbate'e (2020), the dimensions of work productivity are as follows:

1. Skills
2. Ability
3. Attitude and behavior

According to Handayani (2019) compensation is a reciprocity or reward both directly and indirectly that can affect the high and low performance produced by employees. According to Hasibuan (2016) compensation is income in the form of money or non-money either directly or indirectly received by employees as a form of reward for services provided by the company.

According to Elmi (2018), the dimensions of compensation are as follows:

1. Direct compensation
2. Indirect compensation

According to Pasaribu (2015) organizational culture is the habit of all members of the organization that develops over a long period of time which is taught and applied to new members. According to Hari (2019) organizational culture is the values that become a reference for human resources in carrying out their activities and behavior in an organization.

According to Manery et al., (2018) the dimensions of organizational culture are as follows:

1. Innovation and risk-taking
2. Attention to detail
3. Result orientation

4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability

3. METHODS

The research method used is associative research with quantitative methods. The population in this study were employees of PT Elpindo Reksa Transport Section, with a total sample of 41 employees. Data testing using validity test and reliability test. The data collection techniques used are questionnaires, interviews, observations and field studies. The data analysis techniques used are descriptive statistical analysis, classical assumption test, multiple correlation analysis, coefficient of determination analysis, multiple regression analysis, and hypothesis testing using partial significance test (T-test) and simultaneous test (F-test).

4. RESULTS AND DISCUSSION

4.1 Multiple Correlation Analysis

Multiple correlation analysis is an analysis conducted to determine the magnitude of the influence between the three variables to determine the contribution given simultaneously by the independent variable (compensation and organizational culture) to the dependent variable (work productivity). The significance level used is 5% with a probability value of 0.05. So if the significance of $r \geq 0.05$ then correlated and vice versa if the significance of $r \leq 0.05$ then there is no correlation.

Table 2. Multiple Correlation Testing Results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.565 ^a	.320	.284	4.290	.320	8.932	2	38	.001

a. Predictors: (Constant), Organizational Culture, Compensation

Source: Results of Questionnaire Data Processing, 2024

It can be seen from the table above, it can be seen that the Sig F Change value is 0.001, this shows that the value is smaller than 0.05, so the data is correlated. Then, the result of the correlation calculation R is 0.565. The calculation results obtained can be seen how strong it is by looking at the table below:

Table 1. Correlation Coefficient According to Guilford Criteria

Coefficient Interval	Relationship Level
0,00 - 0,20	Very Low
0,20 - 0,40	Low
0,40 - 0,60	Medium
0,60 - 0,80	Strong
0,80 - 1,00	Very Strong

Source: (Najwa & Najwa, 2023)

Based on the correlation coefficient table above, the correlation calculation results in a value of 0.565. This value is in the 0.40 - 0.60 category. This shows that there is a moderate relationship between the variables of the effect of compensation and organizational culture on work productivity.

4.2 Coefficient of Determination Analysis

The coefficient of determination is an analytical technique used by researchers to measure the extent of the contribution of independent variables in the regression model. Meanwhile, according to (Nanincova, 2019) the coefficient of determination is an analysis used by researchers to determine how much the ability of the regression model to explain variations in the dependent variable. If the coefficient of determination is close to zero, the effect of the independent variable (X) on the dependent variable (Y) is small. However, if the coefficient of determination is close to value 1, the effect of the independent variable (X) on the dependent variable (Y) is large.

The following is the formula for analyzing the coefficient of determination according to Sugiyono (2017):

$$KD = r^2 \times 100\%$$

Description:

KD = Coefficient of determination

r = Correlation coefficient

Table 2. Test Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	.320	.284	4.290

a. Predictors: (Constant), Organizational Culture, Compensation

Source: Results of Questionnaire Data Processing, 2024

From the table above, it can be seen that the value of R Square value is 0.320. Based on the results of the above calculations, it can be seen that the R Square value is 0.320, therefore it means that the effect of compensation and organizational culture on work productivity is 32%. While the rest (100% - 32% = 68%) is influenced by other variables not examined by the researcher.

So it can be concluded that the correlation between the effect of compensation and organizational culture on employee work productivity is 0.320. So it can be seen that if "kd" is close to 1, it can be said that the variables of Compensation and Work productivity on Work productivity have a small influence. The calculation is described as follows:

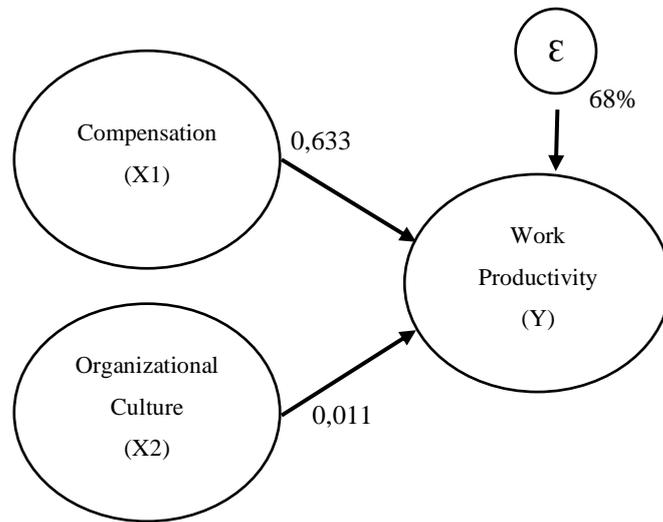


Image 1. Research Model Results
Source: Processed by Researchers, 2024

Based on the figure above, it can be seen that the correlation between compensation and organizational culture is 0.320, the effect of compensation on work productivity is 0.633. Furthermore, the effect of organizational culture on employee work productivity is 0.011 and the remaining 68% is influenced by other variables not examined in this study.

4.3 Multiple Regression Analysis

According to (Sugiyono, 2022) multiple regression analysis is one of the regression analyses used to determine whether or not there is a relationship between the independent variable and the dependent variable and how the dependent variable increases and decreases if the two independent variables are increased and decreased.

The equation according to Sugiyono 2018 in research (Pratiwi & Lubis, 2021) is as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2$$

Description:

Y = Dependent variable (Work productivity)

a = Constant

X₁ = Independent variable (Compensation)

X₂ = Independent variable (Organizational Culture)

Table 3. Multiple Linear Regression Testing Results

Model	Coefficients ^a			T	Sig.	
	Unstandardized Coefficients		Standardize d Coefficients			
	B	Std. Error	Beta			
1	(Constant)	12.806	5.421		2.362	.023
	Compensation	.633	.153	.571	4.137	.000
	Organizational Culture	.011	.063	.023	.167	.868

a. Dependent Variable: Work Productivity

Source: Results of Questionnaire Data Processing, 2024

The multiple linear regression equation in this study is :

a : 12,806

b₁ : 0,633

b₂ : 0,011

Based on the table above, it can be seen that this multiple linear regression for compensation and organizational culture variables is as follows:

$$Y = 12.806 + 0.633 X_1 + 0.011 X_2$$

Based on these results, it can be seen that:

1. The constant value of 12,806 proves that if the compensation and organizational culture variables are worth (0) then work productivity is 12,806.
2. The compensation regression coefficient value = 0.633 which means there is a positive influence. This means that if compensation is increased by 1 unit, it will increase work productivity (Y) by 0.633 assuming other variables remain.
3. The regression coefficient value of organizational culture (X2) = 0.011 there is a positive influence. This means that if the organizational culture is increased by 1 unit, it will increase work productivity (Y) by 0.011 assuming other variables remain.

4.4 Hypothesis Test

Hypothesis testing is used to test a statement to conclude that a statement is acceptable or not. Hypothesis testing is one of the procedures in conducting a study that must be carried out to determine whether the hypothesis that has been proposed can be accepted or not (Widhi Kurniawan, Agung, 2016).

4.5 Partial Significance Test (T-test)

According to Priyastama (Imron, 2019) the t test is used to test the effect of the independent variable partially on the dependent variable. And can be used to determine the hypothesis test for each variable. (Sugiyono, 2022) there is a partial test formula, which is as follows:

$$t_{hitung} = r \frac{\sqrt{n - 3}}{\sqrt{1 - r^2}}$$

Description:

r : Regression coefficient

n : Number of respondents

t_{hitung} : *t_{hitung}* which is then consulted with the table

The results of this calculation are then compared with the t table using an error rate of 0.05 two-party test and dk = n-1, the criteria are as follows:

If *t_{hitung}* ≥ *t_{tabel}* then significant

If *t_{hitung}* ≤ *t_{tabel}* then not significant

Table 4. Hypothesis Test Results of Compensation Variables (X1) on Work Productivity (Y)

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients		Standardize		
	B	Std. Error	d Coefficients Beta		

1	(Constant)	12.806	5.421	2.362	.023	
	Compensation	.633	.153	.571	4.137	.000
	Organizational Culture	.011	.063	.023	.167	.868

a. Dependent Variable: Work Productivity

Source: Results of Questionnaire Data Processing, 2024

Based on the calculation table above, the t value of the compensation variable (X1) on work productivity (Y) is 4.137. t_{hitung} is greater than T_{tabel} where the value of t count is $4.137 > t_{table}$ 1.684, therefore compensation partially has a significant effect on work productivity.

Based on this description, it can be seen that T_{hitung} is greater than T_{tabel} where the value of t count is $4.137 > t_{table}$ 1.684, therefore compensation partially has a significant effect on work productivity.

Table 5. Results of Hypothesis Test for Organizational Culture Variables (X2) on Work Productivity (Y)

Model	Coefficients ^a			T	Sig.	
	Unstandardized Coefficients		Standardize d Coefficients			
	B	Std. Error	Beta			
1	(Constant)	12.806	5.421	2.362	.023	
	Compensation	.633	.153	.571	4.137	.000
	Organizational Culture	.011	.063	.023	.167	.868

a. Dependent Variable: Work Productivity

Source: Results of Questionnaire Data Processing, 2024

Based on the calculation table above, the t value of the organizational culture variable (X2) on work productivity (Y) is 0.617. Based on information from the calculation table for an error rate of 5% or 0.05 and $dk = (n-1)$ $dk = 41 - 1 = 40$, the t table value obtained from the t table of this provision is 1.684.

Based on this description, it can be seen that T_{hitung} is smaller than T_{tabel} where the value of T_{hitung} is $0.617 < T_{table}$ 1.684, therefore organizational culture partially has no significant effect on work productivity.

4.6 Simultaneous Test (F-test)

According to Imam Ghozali (2017), this hypothesis test is called an overall significant test of the observed or estimated regression line, whether Y is linearly related to X1, X2, and X3. The significant test (in Sugiyono, 2022) uses the formula below:

Description:

R = Double coefficient

K = Number of variables

N = Number of sample members

$$F = \frac{R^2 / (n - 1)}{(1 - R^2) / (n - k)}$$

DK = (n-k-1) Degrees of freedom

The multiple correlation hypothesis test is directly consulted with the F table price based on DK numerator - k and Dk denominator = (n-k-1) and the error rate set is 5%, the significant test rules are as follows:

1. If $F_{hitung} \geq F_{tabel}$ then significant
If $F_{hitung} < F_{tabel}$ then it is not significant.

Table 6. Hypothesis Test Results Compensation Variables (X1) and Organizational Culture (X2) Against Work Productivity (Y)

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	328.726	2	164.363	8.932	.001 ^b
	Residuals	699.225	38	18.401		
	Total	1027.951	40			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Organizational Culture, Compensation

Source: Results of Questionnaire Data Processing, 2024

Based on the calculation table above, the F_{count} value of the compensation variable (X1) and organizational culture (X2) simultaneously on work productivity (Y) is 8.932. Based on information from the calculation table of the error rate of 5% or 0.05 and $dk = (n-k-1)$ $dk = 41-2-1 = 38$, the F_{count} value obtained from the table f this provision is 3.245.

Based on the table above, it can be seen that the results of the calculation have obtained F_{hitung} from the compensation variable (X1) and organizational culture (X2) simultaneously on work productivity (Y) of $0.001 < 0.5$ and for the value of F_{hitung} of $8.932 > F_{tabel}$ 3.245, it can be interpreted that this hypothesis can be accepted and declared feasible.

4.7 Effect of Compensation (X1) on Work Productivity (Y)

The result of the F_{hitung} value of Compensation (X1) of 4,137 is greater than the F_{tabel} , namely 1,684. with a significance value of $0.000 < 0.05$. Based on this, it can be concluded that compensation (X1) partially has a positive and significant effect on work productivity (Y) of PT Elpindo Reksa employees.

These results prove that if compensation at PT Elpindo Reksa increases, then employee work productivity also increases. The results of this study are reinforced by previous researchers conducted by Rahman Tanjung et al (2020), whose results show that compensation has a positive and significant effect on employee work productivity. Compensation at PT Elpindo Reksa has been running well, the company strives to provide accident insurance and good facilities to meet the needs of employees at work. In addition, the provision of incentives and the right to leave are also given in accordance with the procedure, so that employees can work well and are encouraged to be productive at work. However, the salary received by employees is not in accordance with the workload given. The company must pay attention to giving tasks and workloads to employees, including the salary system given must be in accordance with the workload given as well. When employees feel that the salary they receive is not appropriate, then in carrying out their duties, employees are not excited and hamper their work productivity.

4.8 Effect of Organizational Culture (X2) on Work Productivity (Y)

The result of the Thitung value of Organizational Culture (X2) of 0.167 is smaller than the Ttable, namely 1,684. with a significance value of $0.868 > 0.05$. Based on this, it can be concluded that organizational culture (X2) partially has no significant effect on work productivity (Y) of PT Elpindo Reksa employees.

These results are in line with research conducted by (Suherman & Suroso, 2022), entitled "Mediation of Work Motivation on the Effect of Entrepreneurial Leadership and Organizational Culture on Work Productivity Cv Mandala Utama", organizational culture does not have a partial, significant and direct influence on work productivity.

Organizational culture at PT Elpindo Reksa has not been running well enough. The company always gives close attention and supervision to employees by always paying attention to the suitability of procedures at work. However, the company lacks encouragement in increasing employee productivity so that employees can be challenged at work. The company also does not take into account the impact of management decisions on employees, so employees are less encouraged to do their work productively. However, employees have high enthusiasm in doing their work so that employees always try to complete their tasks well. So that organizational culture does not affect employee productivity, because employees have the skills and abilities to improve the results they want to achieve.

4.9 Effect of Compensation (X1) and Organizational Culture (X2) on Work Productivity (Y)

The results of the calculation have obtained F_{count} of compensation variables (X1) and organizational culture (X2) simultaneously or together on work productivity (Y) is 8.932 which is greater than F_{tabel} 3.245, with a significance of $0.001 < 0.5$. So it can be interpreted that compensation and organizational culture together have a significant effect on employee productivity at PT Epindo Reksa.

The company by running compensation and organizational culture well, it will be able to increase employee productivity. providing accident insurance and qualified facilities, making employees comfortable at work, so they focus on completing their work. The company provides leave rights and good incentives, which of course make employees motivated to improve good work results and make employee work productivity increase. The company also always provides strict supervision and attention to employees, by always explaining tasks in detail, paying attention to standard procedures at work, evaluating work results, which will make employees feel encouraged to continue to provide good work results in the future.

4. CONCLUSIONS

Based on the results of research, discussion and data analysis techniques that researchers conducted on the influence of compensation and organizational culture on the work productivity of employees of PT Elpindo Reksa Transfortir Section.

The description of compensation at PT Elpindo Reksa in the continuum line can be seen from the respondents' responses to the compensation indicators showing that they are in the medium category, which means that the application of compensation at PT Elpindo Reksa is not good enough. This can be seen from several statements based on indicators that have been responded to by the employees of PT.Elpindo Reksa. The picture of Organizational Culture in the continuum line can be seen from the respondents' responses to the Organizational Culture indicator in the medium category, which means that the

Organizational Culture in PT Elpindo Reksa has been carried out not quite well. Then the description of employee work productivity assessed from the continuum line shows that respondents agree and are in the moderate category. This can be seen from several statements based on indicators of employee work productivity which are responded that it can be said that it is not good enough.

Based on the results of partial testing, it shows that there is a strong relationship between compensation and work productivity. It can be proven from the results of hypothesis testing which shows that the significance value does not exceed the significant value. This means that compensation can affect employee work productivity.

Based on the partial test results, it shows that there is no strong relationship between Organizational Culture and employee work productivity. It can be proven from the results of hypothesis testing which shows that the significance value exceeds the limit of significant value. This means that Organizational Culture cannot affect employee work productivity.

6. AUTHOR'S NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. The author confirms that this article is free from plagiarism.

7. REFERENCES

- Ardiansyah, Agung, S., & Firdaus, M. A. (2020). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Manager*, 3(4), 461.
- Arifudin, O., Tanjung, R., Hendar, H., & Hanafiah, H. (2020). Analisis Pengaruh Penilaian Kinerja Dan Kompensasi Terhadap Produktivitas Kerja Pada PDAM Kabupaten Karawang. *Jurnal Ilmu Manajemen*, 10(1), 71-80.
- Asnora, F. H. (2020). Pengaruh Budaya Organisasi, Beban Kerja Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada Cv. Akademi Mandiri Medan. *JURNAL ECOBISMA*, 7(2), 73.
- Buyongi, R. R., Mendo, A. Y., & Rahman, E. (2021). Pengaruh Kompensasi Non Finansial Dan Budaya Organisasi Terhadap Produktivitas Kerja Karyawan Pada Pt. Hasjrat Abadi Divisi YAMAHA CABANG GORONTALO Rahmayanti. *Jambura: Jurnal Ilmiah Manajemen Dan Bisnis*, 3(3), 140–146.
- Edy, Sutrisno, (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Elmi, Farida. (2018). *Telisik Manajemen Sumber Daya Manusia: Edisi 1*. Mitra. Wacana Media. Jakarta.
- Ghozali, I. (2017). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit UNDIP.
- Handayani, R. (2019). Effect Of Complexity Of Work, Career Development, Organizational Communication On The Performance Of Employes. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 3(4), 360–369.
- Hari, Sulaksono. (2019). *Budaya organisasi dan kinerja*. Sleman: Deepublish.
- Hasibuan, Malayu. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit. Bumi Aksara.

- Karim, A. (2023). *Manajemen sumber daya manusia*. CV. Intelektual Manifes Media.
- Manery, B. R., Lengkong, V., & Saerang, R. (2020). Kinerja Pegawai Di Bkdpsda Di Kabupaten Halmahera Utara the Effect of Organizational Commitment and Organizational Culture on Employee Performance of Bkdpsda in Halmahera Utara Regency. *Jurnal EMBA*, 6(4), 1968–1977.
- Mbate'e, M. M. (2020). Peranan Kedisiplinan Kerja Dalam Meningkatkan Produktivitas Kerja Pegawai Di Pustu Desa Botolakha Kecamatan Tuhemberua Kabupaten Nias Utara. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 3(1), 98–110. <https://doi.org/10.36778/jesya.v3i1.136>
- Pasaribu, Sjahril Effendy, (2015). *Budaya organisasi, budaya perusahaan, budaya kerja*. Medan : USU Press.
- Pratiwi, G., & Lubis, T. (2021). Pengaruh Kualitas Produk dan Harga Terhadap Kepuasan Pelanggan UD ADLI Di Desa Sukajadi Kecamatan Perbaungan. *Jurnal Bisnis Mahasiswa*, 121–134.
- Purnomo, M. A., & Utami, E. (2021). Pengaruh kompensasi terhadap produktivitas kerja karyawan pada PT Berkat Anugerah Sejahtera. *Borneo Student Research*, 2(2), 1407.
- Restanti, A. S. (2019). Analisis Persepsi Pustakawan terhadap Kinerja Tim Penilai Angka Kredit Jabatan Fungsional Pustakawan Universitas Jenderal Soedirman. *UNILIB: Jurnal Perpustakaan*.
- Saptyaningsih, N. I. (2021). Pengaruh Budaya Kerja Organisasi Dan Motivasi Terhadap Produktivitas Kinerja Pegawai. *JURNAL BESTARI*, 1(2), 66.
- Solihat, A. N., & Maura, Y. (2023). Pengaruh Motivasi, Reward Dan Punishment Terhadap Kinerja Karyawan PT Indonesia Comnets Plus. *IKRAITH-EKONOMIKA*, 6(3), 145-153.
- Sugiyono. (2022). *Metode penelitian Kuantitatif, Kualitatif dan R&D* (edisi 2). ALFABETA.
- Suherman, E. & Suroso. (2019). Analisis Pelatihan Kerja Terhadap Kemampuan Kerja Dan Kinerja Karyawan Pt. Xyz Karawang (Studi Divisi Ppic Departemen P4C). *Jurnal Manajemen & Bisnis Kreatif*, 5(1), 83–101.