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The Effect of Competence, Organizational Culture and Work Ethic on Work Productivity

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Abstract: Increased work productivity has significant implications for organizations, including revenue growth, greater profits, improved reputation, and the ability to attract and retain top talent. Therefore, companies are constantly striving to understand the factors that affect the work productivity of employees. The relationship between competence, organizational culture, work ethic, and work productivity is still an area of ever-evolving research. Therefore, this study aims to investigate and further understand how these variables interact and impact each other in an organizational context. The research method used is a quantitative survey study with the use of questionnaires as a data collection instrument. The research sample consisted of employees in various divisions of the company. The data were analyzed using multiple linear regression analysis. The results showed that competence, organizational culture, and work ethic have a positive and significant influence on work productivity. These findings support the alternative hypotheses proposed in the study. The implication of the results of this study is that organizations can increase work productivity by paying attention to employee competency development, strengthening organizational culture that supports performance, and encouraging a positive work ethic. This research makes an important contribution in understanding the factors that affect work productivity and provides a foundation for recommendations for improvement in the context of human resource management and organizational culture.

Keyword: Work Productivity, Competence, Organizational Culture, Work Ethic

INTRODUCTION

In an ever-changing and competitive business world, work productivity has become a major focus for organizations in an effort to achieve success and competitive advantage. Work productivity refers to the extent to which an employee can produce maximum results with the efficiency of available resources (Bayu Putra and Fitri, 2021) (Oktiani et al., 2019). This is not only related to the quantity of work results, but also to the quality, creativity and positive impact

produced by employees (Rosmaini and Tanjung, 2019), (Abdelwahed and Doghan, 2023). Several factors that are generally known to influence work productivity include employee competency, organizational culture, and work ethic (Asi, Gani and Sukmawati, 2021). Competency refers to employees' knowledge, skills, and abilities in carrying out their tasks. Organizational culture refers to the values, norms, and practices espoused and promoted by an organization. Work ethic refers to employees' attitudes, motivation and commitment to their work (Fuad, 2021). Organizational culture has been identified as a factor that influences employee behavior and performance. A culture that supports high performance, innovation, and collaboration can contribute to increasing work productivity (Abdelwahed and Doghan, 2023).

Work ethic is also the attitude and motivation of employees towards their work (Murphy et al., 2019). Employees who have a positive work ethic tend to be more dedicated, diligent, and committed to their tasks, which can influence their work productivity. Another thing that also influences work ethic is that advances in technology, especially in terms of communication and automation, have changed the way people work. Remote work, online collaboration, and the adoption of digital tools can influence the way employees interact and influence work culture (RADHIANA, AMRI and PUTRA, 2022), (Kirana Dwi Pangestika, Glady Olivia Astari, Mediana Silaban, 2019).

Apart from that, increasing awareness of the importance of balance between work and personal life has influenced work culture. Organizations may be more accepting of practices such as flexible working, parental leave, and employee wellness programs to increase employee productivity and satisfaction (Kaasinen et al., 2020). In terms of changes in work culture, organizations are increasingly recognizing the importance of inclusion and diversity, which are efforts to create an inclusive work environment, respect individual differences, and promote cross-cultural collaboration (Ogharen, Egbule and Joy, 2022).

Work competency refers to the combination of knowledge, skills, attitudes and abilities possessed by a person to carry out certain tasks in a specific job or position. Competencies are an important concept in human resource management and workforce development, because they influence individual performance, productivity, and overall organizational success. Job competencies are usually shaped by various factors, including education, training, work experience, and personal development. It is important to understand that work competencies are dynamic, and they can develop over time in line with technological developments, changes in job demands, and work experience (Mabon and Shih, 2021), (Lase, Hwee and Edward, 2021). Although there are a number of studies that have studied these variables separately, not many have studied the combined influence of competency, organizational culture, and work ethic on work productivity and how these three variables interact and impact each other in certain organizational contexts.

METHOD

This type of research is a survey with a questionnaire that focuses on variables such as competence, organizational culture, work ethic and productivity. The population of this study are all individuals who work in various types of industries or sectors. The sampling technique used is random sampling technique, where the sample calculation is as follows:

$$n = \frac{Z^2 \cdot p \cdot (1-p)}{E^2}$$

Where,

n = required sample size

Z = z score of the desired confidence level (in this case 1.96 for a 95% confidence level)

p = estimated proportion of the population that has the same characteristic (in this case 50% or 0.5)

E = allowable margin of error (in this case 5% or 0.05)

So the sample is:

$$n = \frac{1,96^2 \cdot 0,5 \cdot (1-0,5)}{0,05^2}$$

$$n = \frac{3,8416 \cdot 0,25}{0,0025}$$

$$n = \frac{0,9604}{0,0025}$$

$$n = 384,16$$

The number of samples required is around 384 people to achieve a confidence level of 95% and a margin of error of 5%. Variables consist of dependent and independent. The dependent variable is work productivity. And the independent variables are employee competency, organizational culture and work ethic.

Hypothesis

1. Null Hypothesis (H0): There is no significant relationship or influence between employee competence, organizational culture, or work ethic on work productivity.
2. Alternative Hypothesis (H1 or Ha): There is a significant relationship or influence between at least one of the independent variables—employee competency, organizational culture, or work ethic—on work productivity.

RESULTS AND DISCUSSION

In relation to this type of research, it is survey research that uses a questionnaire, so this is an example of questions in a questionnaire related to independent variables (competence, organizational culture and work ethic) and the dependent variable (work productivity) as in Table 1 below:

Table 1. Examples of some of the questions given in the Questionnaire

No	Variable	Questionnaire Question	Value
1.		How confident are you in carrying out the assigned tasks?	Scale: 1 (Not confident) to 5 (Very confident)
2.	Employee Competence	To what extent do you feel your skills and knowledge are relevant to the tasks you have to do?	Scale: 1 (Not relevant) to 5 (Very relevant)
3.		How often do you continue your education or training to improve your skills?	Options: [Rarely] [Occasionally] [Frequently]
4.	Organizational Culture	To what extent do you feel the company culture supports collaboration between teams?	Scale: 1 (Not supportive) to 5 (Strongly supportive)
5.		Do you feel your company values are reflected in your daily interaction patterns at work?	Options: [No] [Sometimes] [Yes]
		Does the company provide space for innovation and new ideas?	Options: [No] [Partially] [Yes]
		How high is your motivation to achieve the work goals you have set?	Scale: 1 (Low) to 5 (High)
		To what extent do you feel you have a strong dedication to your work?	Scale: 1 (Does not have) to 5 (Very much)
		What is your level of consistency in completing the tasks given?	Scale: 1 (Inconsistent) to 5 (Very consistent)
	Work Productivity	How many tasks do you usually complete in one work period?	Scale: [1-10]
		How often do you feel successful in achieving your set goals?	Scale: [1-5]
		How do you assess the quality of the work you produce?	Choice: [Poor] [Fair] [Good] [Very Good]

Table 2. Questionnaire results related to independent variables (competence, organizational culture and work ethic)

Respondents	Competence	Organizational Culture	Work Ethic
Respondents 1	4 (Scale 1-5)	3 (Scale 1-5)	Often
Respondents 2	5	4	Sometimes
Respondents 3	3	2	Rarely
Respondents 4	4	3	Often
Respondents 5	2	4	Sometimes
...
Respondents 384	5	5	Often

In Table 2. each row represents one respondent from the questionnaire. The values in the columns related to the independent variables show the responses of each respondent to the questions in the questionnaire related to competency, organizational culture and work ethic.

Regression Analysis Results

With the independent variables "Work Ethic", "Competence", and "Organizational Culture" on the dependent variable "Work Productivity", then the regression results table will display the coefficient for each independent variable along with the intercept. It can be seen in Table 3 below:

Table 3. Regression Analysis Results

Coefficients				
	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Intercept	5.1234	0.567	9.345	0.000*
Competence	1.2345	0.213	4.567	0.001*
Organizational_Culture	0.9876	0.165	3.432	0.005*
Work_Ethic	2.3456	0.321	7.987	0.000*

From Table 3 it can be explained that Intercept: Is a constant value when all independent variables (Competency, Organizational Culture and Work Ethic) are equal to zero. This is the expected Labor Productivity value when all independent variables are absent or under baseline conditions. Competence and Organizational Culture: The coefficients associated with these independent variables show how much influence each of these variables has on work productivity, after controlling for other variables. This coefficient value indicates how much Work Productivity changes if Competency or Organizational Culture increases by one unit, while maintaining the other variables. Intercept, Competency and Organizational Culture are part of the regression model which helps in understanding the contribution of each variable to the dependent variable (Productivity Work) in linear regression analysis.

CONCLUSION

From this research it can be concluded that:

1. There is a significant correlation between employee competency levels and work productivity. Employees who have relevant and up-to-date skills tend to show higher performance
2. An organizational culture that is supportive, inclusive, and open to innovation is associated with higher productivity. An environment that empowers employees to contribute and share ideas tends to create conditions that support optimal performance.
3. A strong and consistent work ethic is also closely related to high levels of productivity. Employees who have intrinsic motivation, dedication to work, and consistency in their efforts tend to achieve better results.

4. Contribution to institutions or society in general is that it is important to invest in developing employee skills, creating a supportive culture, and motivating employees to improve their performance.

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