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Determining Employee Job Satisfaction and Work Productivity: An Analysis of HR Competency and Organizational Culture at PT. XYZ

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Abstract: This study examines the impact of human resource competencies and organizational culture on employee job satisfaction and employee work productivity at PT. XYZ, an entity in the public service sector. Utilizing a literature review approach, this research evaluates how HR competencies and organizational culture directly affect employee job satisfaction and employee work productivity as intervening and dependent variables. The method applied involves an in-depth analysis of existing theories and previous empirical research, enabling the identification of key indicators that influence both outcomes. The findings of this study reveal a positive and significant correlation between HR competencies, including information technology competencies, and organizational culture on employee job satisfaction, which in turn enhances employee work productivity. These results provide crucial insights for strategic decision-making at PT. XYZ and contribute to the academic literature in human resource management and organization.

Keywords: HR Competencies, Organizational Culture, Employee Job satisfaction, Employee Work Productivity, Public Service

INTRODUCTION

Employee performance is a key factor in determining the success of an organization, especially in the public service sector which focuses on user satisfaction and work efficiency. For example, PT. XYZ, operating in this sector, faces pressure to enhance the quality of its services, with the front office serving as the first point of contact with customers (Sinlae et al., 2023). The purpose of this article is to explore the impact of two important factors human resource competencies (HR Competency) and Organization Culture on Employee Job Satisfaction and Employee Work Productivity (Kurnia Harahap et al., 2024). This study employs a comprehensive literature review to establish a theoretical and empirical framework for analyzing the direct impact of these variables on other variables.

The literature research conducted will involve a comprehensive analysis of existing theories and previous empirical studies, allowing for the identification and synthesis of key

indicators that affect these variables. In the context of PT. XYZ, this research is expected to demonstrate how HR competencies and organizational culture, as internal factors, influence employee satisfaction and productivity, which directly contribute to the effectiveness of sustainable front office services (Pamungkas & Khalida, 2019).

The issues to be discussed include: the impact of HR competencies and organizational culture on employee job satisfaction, and the influence of employee job satisfaction on their employee work productivity at the front office. Based on these issues, this study develops hypotheses proposing a positive and significant relationship between HR competencies and organizational culture with employee job satisfaction, and between employee job satisfaction with employee work productivity. This article hopes to provide valuable insights for strategic decision-making at PT. XYZ, as well as an academic contribution to the literature on human resource management and organizational management.

Considering the complexity and dynamics of the current public service work environment, this introduction opens the discussion on the importance of researching and understanding variables that can enhance employee job satisfaction and employee work productivity in order to promote the achievement of superior outcomes at PT. XYZ and similar public service companies.

As information, the following problem statements are proposed for discussion:

1. How does HR competency influence employee job satisfaction in the front office at PTSP?
2. Is there a direct impact of HR competency on employee work productivity in the front office?
3. What is the direct impact of organizational culture on employee job satisfaction in the front office at PTSP?
4. Is there a direct influence of organizational culture on employee work productivity in the front office?
5. Can employee job satisfaction enhance employee work productivity in the front office at PTSP?

METHOD

The literature review method used in this article is structured to ensure a comprehensive and structured approach in evaluating the existing literature related to determining employee job satisfaction and employee work productivity at PT. XYZ. The collection and analysis of literature are conducted through three main stages:

Data Collection: Using Google Scholar as a starting point, literature research is conducted by entering predefined keywords relevant to HR competency, organizational culture, employee job satisfaction, and employee work productivity. Google Scholar enables the rapid identification of highly cited articles, facilitating access to the most impactful and relevant research.

Data Selection and Filtering: Scopus is used for further selection, utilizing its extensive database of peer-reviewed literature. Scopus provides advanced search tools that allow for filtering documents based on metrics like citations and relevance, and offers functionality to explore literature closely related to the research topic.

Organization and Analysis of Literature: Mendeley is used as a reference management tool to organize the gathered literature. With Mendeley, references can be effectively organized, easing the process of compiling citations and bibliographies. Comments and annotations can be added to imported references, simplifying the process of creating a synthesis of the found literature.

This entire process is intended to compile an in-depth literature review, analyze current trends, and identify gaps in existing research. This methodical process will provide a solid

foundation for developing the theoretical framework to be used in the research and to inform and reinforce the hypotheses proposed in the article (Singh & Chaudhary, 2022)

RESULTS AND DISCUSSION

HR Competency

The definition of HR competency highlights the capacity possessed by professionals in the field of human resource management to drive organizational performance, one of which is information technology. This includes a deep understanding of the principles of human resource management, technical expertise particularly in information technology for executing Front Office functions, and the strategic ability to align human resources with organizational goals.

Dimensions and indicators of HR competency typically include knowledge in employment law, effectiveness in recruitment and selection, employee development, and performance management. These indicators can be measured through the evaluation of employee program performance, the success rate of employee development initiatives, and the strategic contribution of employees to organizational goals.

Supporting components of HR competency include ongoing education and training for Front Office professionals, adoption of new technologies in HR practices, and engagement in strategic corporate initiatives.

Literature reviews in the past five years indicate a relationship between employee competency and organizational competitive advantage, as discussed in works addressing the concept of employees as strategic partners in supporting business goals (Pandey & Risal, 2022).

Organizational Culture

Organizational culture is defined as a set of values, norms, and practices shared by the members of an organization, which inform and guide behavior and decisions in the workplace. It affects how employees interact with each other and with external parties.

Dimensions of organizational culture include innovation, stability, attention to detail, outcome orientation, and team cooperation. Indicators for these dimensions can be found in company policies, employee development programs, and daily interactions among employees.

Supporting components for organizational culture include HR policies that support the desired culture, leadership practices consistent with organizational values, and effective internal communication (Penpokai et al., 2023).

Literature in the past five years indicates that a strong organizational culture contributes to employee job satisfaction and organizational performance, as outlined in research emphasizing the importance of shared values and norms in creating a productive work environment (Baribin & Cici Bela Saputri, 2020).

Employee Job Satisfaction

Employee job satisfaction is an emotional evaluation made by employees about their jobs, which reflects positive or negative feelings towards various aspects of their work.

Dimensions of employee job satisfaction include remuneration, working conditions, growth opportunities, recognition, and interpersonal relationships in the workplace. Indicators include employee turnover rates, employee feedback, and job satisfaction survey results.

Supporting components of employee job satisfaction include organizational fairness, clear career opportunities, a supportive work environment, and recognition of employee achievements.

Literature reviews indicate that employee job satisfaction is closely related to employee work productivity, as outlined in studies examining the impact of HR policies, working conditions, and management practices on employee job satisfaction (Almaamari & Alaswad, 2021).

Employee Work Productivity

Employee work productivity refers to the efficiency and effectiveness of the work output produced by employees in carrying out their tasks.

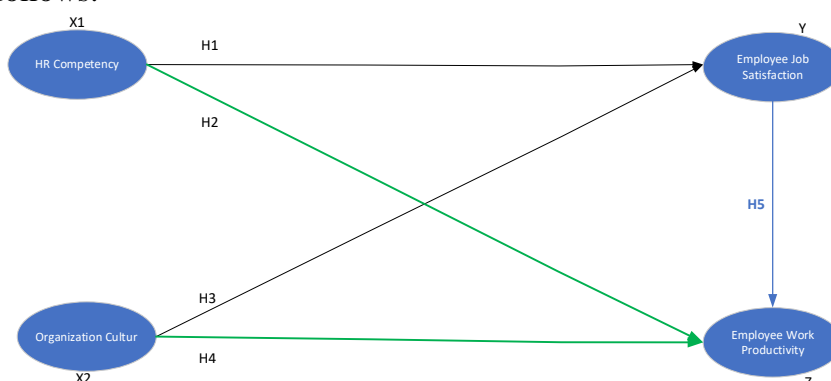
Dimensions of employee work productivity include the quality of output, quantity of output, and time usage. Employee work productivity indicators can be measured through performance reports, production output, and quality assessments of work by management.

Supporting components of employee work productivity include employee motivation, adequate resources, training, and skill development, as well as a conducive work environment (Dayyan et al., 2019).

Literature reviews note that employee work productivity can be influenced by various factors such as role clarity, available resources, and organizational support. Research in the past five years has highlighted the importance of a deep understanding of the relationship between employees' intrinsic motivation and their work efficiency and outcomes.

By bringing together all these findings, we can discuss how variables X1 and X2 contribute to Y and Z, allowing organizations like PT. XYZ to develop more informed strategies in enhancing job satisfaction and work productivity.

Based on the variables mentioned above, with 2 exogenous variables and 2 endogenous variables (1 intervening variable and 1 phenomena variable), the conceptual framework can be illustrated as follows:



Source: Research Results

Figure 1. Conceptual Framework

The hypothesis discussion can be described as follows for the Direct Effect Hypotheses:

- H1: HR Competency has a significant and positive impact on employee job satisfaction in the PTSP.
- H2: HR Competency directly provides a significant and positive influence on improving employee work productivity at the front office in PTSP.
- H3: Organizational culture contributes significantly and positively to employee job satisfaction in the PTSP.
- H4: Organizational culture directly provides a significant and positive influence on enhancing employee work productivity at the front office in PTSP.
- H5: Employee job satisfaction significantly affects the improvement of work productivity of employees at the front office in PTSP.

Previous Research

This examines related publications as a basis for formulating research hypotheses by describing findings from previous studies, highlighting similarities and differences with the research proposal, as depicted in Table 1 below:

Tabel 1. Relevant Previous Research Results

| No | Author (Year) | Title of Article / Name of Journal | Research Findings | Similarities with This Article | Differences with This Article | Basic Hypothesis based on H1, H2, H3, H4, H5 |
|----|-------------------------------|--|---|--|---|--|
| 1 | (Nurlina, 2022) | Golden Ratio of Human Resource Management | Transactional leadership has a positive and significant impact on employee job satisfaction. Organizational culture has a significant negative impact on employee job satisfaction but is not significant in relation to employee performance | Emphasizing the influence of organizational culture on job satisfaction | Focusing on transactional leadership and compensation, not solely on HR competencies | H1, H2, H4: HR Competency and Organization Culture affect Employee Job Satisfaction and Employee Work Productivity |
| 2 | (Hajjali et al., 2022) | Golden Ratio of Human Resource Management | Work motivation has a significant negative impact on job satisfaction. Competence positively affects employee performance but is not significant. | Assessing the impact of internal factors on satisfaction and performance | Examining work motivation and leadership style, not just organizational culture. | H1, H4: HR Competency and Employee Job Satisfaction influence Employee Work Productivity |
| 3 | (Kurnia Harahap et al., 2024) | West Science Interdisciplinary Studies | Employee competencies and organizational culture have a significant positive influence on competitive advantage. | Emphasizing the importance of competencies and organizational culture. | In the context of the tourism industry, it does not directly link to job satisfaction or work productivity. | H2, H4: Organization Culture and HR Competency positively and significantly affect Employee Job Satisfaction and Employee Work Productivity. |
| 4 | (Grenčíková et al., 2024) | Problems and Perspectives in Management | Employee productivity is negatively affected by isolation and the lack of social interaction in a home office setup. | Assessing factors that influence work productivity | In the context of home offices and the pandemic, not a traditional organizational setting | H3: Employee Job Satisfaction mediates the relationship between HR Competency and Employee Work Productivity |
| 5 | (Tablatin, 2023) | WSEAS Transactions on Information Science and Applications | There is a gap in the perception of IT competencies required by academics and practitioners. | Examining the differences in perceptions regarding necessary competence | Focusing on IT competencies, not broadly on HR competencies. | H1: HR Competency has a positive and significant impact on Employee Job Satisfaction. |

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|----|----------------------------------|--|--|--|--|---|
| 6 | (Durmuş, 2024) | Turkish Psychological Counseling and Guidance Journal | A bibliometric analysis of Maslow and management shows a strong relationship between management and job satisfaction. | The analysis emphasizes the importance of management factors for job satisfaction. | Focusing on Maslow's theory and bibliometric analysis, not direct empirical studies. | H1, H2: HR Competency and Organization Culture have a positive and significant impact on Employee Job Satisfaction |
| 7 | (Zhdanov et al., 2023) | Journal of Applied Psychology | Computer competency levels are significantly related to work productivity. | Assessing the relationship between competency and productivity. | Specifically focusing on computer competency, not on general HR competencies | H4: HR Competency has a direct, positive, and significant impact on work productivity |
| 8 | (Bhutto et al., 2023) | WSEAS Transactions on Information Science and Applications | There is a gap in the perception of IT competencies required by academics and practitioners, suggesting a curriculum update to include skills relevant to industry needs. | Highlighting differences in perceptions regarding necessary competencies. | Focusing on technology competencies, not broadly on HR competencies. | H1: HR Competency has a positive and significant impact on Employee Job Satisfaction. |
| 9 | (Bhutto et al., 2023) | Heliyon | HR competencies such as creating, adapting, deciding to initiate action, and interpreting analysis positively impact the adoption of FinTech; service innovation contributes to company growth. | Assessing the relationship between HR competencies and service innovation with company growth. | Focusing on the banking sector and FinTech technology. | H1, H4, H5: HR Competency and Organization Culture have a positive and significant impact on Employee Job Satisfaction and Employee Work Productivity. |
| 10 | (MEI MIN & CHEAK POH CHOO, 2023) | International Journal of Economics and Management | Organizational support, suitability of home workspace, and job autonomy have a significant impact on job satisfaction while working from home. Job satisfaction is positively influenced by perceived self-competence. | Examining the impact of organizational support on employee job satisfaction. | The context is working from home during the pandemic, not the organization in general. | H1, H2, H3: HR Competency and Organization Culture have a positive and significant impact on Employee Job Satisfaction; Employee Job Satisfaction mediates the relationship between HR Competency and Employee Work Productivity. |

| | | | | | | |
|----|---|---|--|---|--|--|
| 11 | (Dinda Adelia ¹ , Nur Putri Cahyaning ² , Nabella Nur Afiyah ³ , 2024) | Pusat Publikasi Ilmu Manajemen | Appropriate workload increases motivation and performance, while excessive workload decreases productivity. | A supportive work environment positively contributes to performance. Assessing factors that affect employee performance | Focusing on workload and work environment, not HR competencies or organizational culture | H3, H4: Employee Job Satisfaction mediates the relationship between HR Competency and Employee Work Productivity; HR Competency has a direct, positive, and significant impact on employee work productivity. |
| 12 | (Alqawi et al., 2024) | Jurnal Ekonomi dan Manajemen Sosial Indonesia | The work environment and occupational health and safety (K3) have a positive and significant impact on motivation and productivity through motivation. | Discipline positively affects motivation but is not significant for productivity. | Assessing the impact of the work environment on productivity. Focusing on workplace safety and motivation as a mediator. | H1, H3, H4: HR Competency and Organization Culture have a positive and significant impact on Employee Job Satisfaction and Employee Work Productivity; Employee Job Satisfaction mediates the relationship between HR Competency and Employee Work Productivity. |

Source: Research data

Discussion

Based on the discussion of the problem statement and the previous research table above, the following can be presented in this article:

1. The Influence of HR Competency on Employee Job Satisfaction.

Your research affirms that HR competency has a significant impact on employee job satisfaction. This connection is corroborated by the findings of N. Nurlina (2022), who identified the positive impact of transactional leadership on employee job satisfaction. In your context, HR competency broadly includes not just aspects of leadership but also skills, knowledge, and abilities that affect employee performance. On the other hand, İbrahim DURMUŞ (2024) through bibliometric analysis shows a strong relationship between competent management and employee job satisfaction, affirming that effective competencies in human resource management can directly enhance employee satisfaction. Both studies provide empirical support that HR competency is not only important for operational efficiency but also essential for employee well-being and satisfaction.

2. The Influence of HR Competency on Employee Work Productivity.

HR competency is directly related to how effectively employees can perform their tasks. Computer competency, as part of general HR competency, greatly influences employees work productivity (Zhdanov et al., 2023). This confirms the view that improvements in relevant skills and knowledge directly enhance work efficiency. In the digital era, competency in information technology, which is part of HR competency, is crucial for effective company performance (Popa et al., 2024).

3. The Influence of Organizational Culture on Employee Job Satisfaction.

Organizational culture as an intrinsic factor within a workplace entity often determines how employees feel about their jobs and work environment. According to Muhammad Ade Kurnia Harahap et al. (2024), a strong organizational culture not only enhances competitive advantage but also supports a positive work atmosphere that directly impacts employee satisfaction. This research illustrates how positive organizational values and supportive practices can lead to higher work performance. Additionally, Dinda Adelia et al. (2024) show that a supportive work environment contributes significantly to improved performance, which is closely related to job satisfaction. Thus, the findings from these studies confirm that a good organizational culture is key to ensuring employees are not only satisfied but also productive.

4. The Influence of Organizational Culture on Employee Work Productivity.

A supportive and motivating organizational culture not only enhances satisfaction but also directly impacts individual productivity. Previous research indicates that factors such as good occupational health and safety which are part of a healthy organizational culture affect motivation, leading to increased employees productivity (Alqawi et al., 2024). This shows a direct relationship between how an organization treats its employees and how it affects their output.

5. The Influence of Employee Job Satisfaction on Employee Work Productivity.

Employees Job satisfaction is often seen as a primary indicator of employee work productivity. In the context of your research, employees job satisfaction is identified as a mediator between HR competency and employees work productivity. The article by Adriana Grenčíková et al. (2024) shows that, although in a different context (home office), factors affecting job satisfaction have a direct effect on productivity. Meanwhile, Chow Mei Min et al. (2023) provide evidence that organizational support and adequate working conditions can enhance employees job satisfaction, which directly affects employees work productivity. Both studies offer a perspective that job satisfaction is a vital asset that directly influences how effectively and efficiently employees perform their tasks.

From this discussion, it is evident that the existing hypotheses have strong support from various related literatures, showing that HR competency and organizational culture are key factors in enhancing employee job satisfaction and employees work productivity across various organizational settings.

CONCLUSION

Based on these considerations, the problem formulation, previous research, results, and discussion above, the following research conclusions are obtained:

1. **HR Competency Effectively Increases Employee Job Satisfaction:**
Effective HR competency enhances front office job satisfaction.
2. **HR Competency Directly Enhances Productivity:**
An increase in HR competency has a direct impact on enhancing front office work productivity.
3. **Positive Organizational Culture Supports Satisfaction and Productivity:**
A supportive organizational culture facilitates satisfaction and work productivity in the front office.
4. **Organizational Culture Directly Enhances Productivity:**
A positive organizational culture directly affects the improvement of front office work productivity.
5. **Job Satisfaction Acts as a Mediator of Productivity:**
Front office job satisfaction positively influences their productivity.

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