



## SINTESIS OF PERFORMANCE DETERMINING FACTORS AND EMPLOYEE PRODUCTIVITY IN THE MODERN ERA: COMPREHENSIVE LITERATURE STUDY

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DOI: <https://doi.org/10.62567/micjo.v2i2.785>

### Abstract

This study aims to synthesize findings from empirical studies on factors that influence employee performance and productivity in the context of modern organizations in Indonesia and beyond. Employee performance and productivity are crucial elements for the success and sustainability of organizations amidst intense business competition and dynamic changes in the work environment, including adaptation to work models such as Work From Home (WFH). This article uses a qualitative literature study method on articles/journals covering various key variables such as organizational/work culture, work environment, compensation, motivation, job satisfaction, organizational commitment, workload, work discipline, work stress, and work-life balance. The results of the analysis indicate a complex and interrelated relationship between these variables. It is consistently found that a positive organizational culture, intrinsic and extrinsic motivation, and organizational commitment have a significant influence on improving performance and productivity. A conducive work environment and job satisfaction often act as important mediators in this relationship. However, the influence of variables such as compensation, workload, and work discipline show varying results depending on the organizational context and individual characteristics. This study underlines the importance of a holistic and integrated human resource management approach to optimize employee performance and productivity. Practical implications and suggestions for further research are also discussed.

**Keywords:** Employee Performance, Work Productivity, Organizational Culture, Work Environment, Motivation.

### Abstrak

Penelitian ini bertujuan untuk mensintesis temuan dari studi empiris mengenai faktor-faktor yang memengaruhi kinerja dan produktivitas karyawan dalam konteks organisasi modern di Indonesia dan sekitarnya. Kinerja dan produktivitas karyawan merupakan elemen krusial bagi keberhasilan dan keberlanjutan organisasi di tengah persaingan bisnis yang ketat dan perubahan lingkungan kerja yang dinamis, termasuk adaptasi terhadap model kerja seperti Work From Home (WFH). Artikel ini menggunakan metode studi literatur kualitatif terhadap artikel/jurnal yang mencakup berbagai variabel kunci seperti budaya organisasi/kerja, lingkungan kerja, kompensasi, motivasi, kepuasan kerja, komitmen organisasi, beban kerja,



disiplin kerja, stres kerja, dan work-life balance. Hasil analisis menunjukkan adanya hubungan yang kompleks dan saling terkait antara variabel-variabel tersebut. Secara konsisten ditemukan bahwa budaya organisasi yang positif, motivasi intrinsik dan ekstrinsik, serta komitmen organisasi memiliki pengaruh signifikan terhadap peningkatan kinerja dan produktivitas. Lingkungan kerja yang kondusif dan kepuasan kerja seringkali berperan sebagai mediator penting dalam hubungan tersebut. Namun, pengaruh variabel seperti kompensasi, beban kerja, dan disiplin kerja menunjukkan hasil yang bervariasi tergantung pada konteks organisasi dan karakteristik individu. Studi ini menggarisbawahi pentingnya pendekatan manajemen sumber daya manusia yang holistik dan terintegrasi untuk mengoptimalkan kinerja dan produktivitas karyawan. Implikasi praktis dan saran untuk penelitian selanjutnya turut dibahas.

**Kata Kunci:** Kinerja Karyawan, Produktivitas Kerja, Budaya Organisasi, Lingkungan Kerja, Motivasi.

## 1. INTRODUCTION

In a competitive and ever-changing global business landscape, human resources (HR) are recognized as the most strategic asset for an organization. An organization's ability to achieve goals, adapt to change, and maintain a competitive advantage depends heavily on the performance and productivity of its employees. Employee performance, defined as the results of work in terms of quality and quantity according to the responsibilities given (Saluy, 2018), is the main focus of HR management. Likewise, work productivity, which is often measured as a comparison between the output produced and the input of resources used (Husaeni & Febrian, 2023), is an indicator of the efficiency and effectiveness of a company's operations.

Various internal and external organizational factors are known to influence the level of employee performance and productivity. Internal factors include aspects such as the adopted organizational culture (Pranoto & Handoyo, 2024), physical and non-physical work environment conditions (Dwianto & Junengsih, 2025), compensation and reward systems (Fitria et al., 2024; Zaelani, 2024), the level of intrinsic and extrinsic employee motivation (Perkasa et al., 2019; Saluy, 2018), the level of job satisfaction felt (Husaeni & Febrian, 2023), employee commitment to the organization (Fauzi et al., 2022), and the level of work discipline (Mandira & Anggreni, 2023). Other factors such as workload (Dwianto & Junengsih, 2025; Lestari & Dwianto, 2023), work stress (Karo-karo et al., 2022), work-life balance (Nurhadi et al., 2024), and individual competence (Abaharis & Fauzi, 2022; SUPARNO & SUDARWATI, 2014) also play a role.

Recent phenomena such as the COVID-19 pandemic have brought significant changes to work patterns, with the widespread implementation of the Work From Home (WFH) model (Rezvani et al., 2021; Saluy et al., 2021). Adapting to WFH raises new challenges related to productivity, job satisfaction, and maintaining organizational culture (Azmy et al., 2022; Pranoto & Handoyo, 2024). In Indonesia itself, the issue of labor productivity is a concern, where there are reports showing that productivity levels still need to be improved compared to other ASEAN countries.

Given the complexity of factors influencing performance and productivity and the existence of diverse and sometimes inconsistent research findings (e.g., the influence of work



culture or compensation varies across studies), a synthesis is needed to gain a more comprehensive understanding. This article aims to analyze and synthesize findings from relevant research articles on the influence of various key HR management factors (organizational culture, work environment, compensation, motivation, job satisfaction, commitment, discipline, workload) on employee performance and productivity in various organizational contexts. The results of this synthesis are expected to provide an integrated view of the determinants of employee performance and productivity and provide practical implications for HR management and further research directions.

### **Employee performance**

Employee performance refers to the work results achieved by an individual, both in terms of quality and quantity, in carrying out their duties and responsibilities in accordance with the standards or objectives set by the organization within a certain period of time (Saluy, 2018). This concept not only includes the final result (output), but also the process of how the work is carried out. Performance is a function of the interaction between ability and motivation (SUPARNO & SUDARWATI, 2014). Some indicators commonly used to measure employee performance include work quality, work quantity, timeliness of task completion, effectiveness of resource use, level of independence in working, and commitment to organizational goals (SUPARNO & SUDARWATI, 2014). Performance assessment is important for organizations to measure efficiency, identify areas of improvement, and as a basis for decision making related to HR development.

### **Employee Work Productivity**

Work productivity is often defined as the ratio between output (goods or services produced) and input (resources such as labor, time, materials, costs) used in the production process (Pranoto & Handoyo, 2024; Zaelani, 2024). Productivity also includes a mental attitude to always strive to make improvements and improvements in work (Fauzi et al., 2022). Employees are considered productive if they are able to achieve or even exceed the set output targets by using resources efficiently and effectively (Fitria et al., 2024). Increasing work productivity is an important goal for companies because it is directly related to profitability, competitiveness, and business sustainability. The factors that influence work productivity are very diverse, including individual factors (skills, motivation, discipline, health) and environmental or organizational factors (work environment, work culture, technology, leadership, compensation systems) (Fauzi et al., 2022).

### **Organizational/Work Culture**

Organizational culture or work culture is a system of values, beliefs, norms, basic assumptions, and behavioral patterns shared by members of an organization, which distinguishes it from other organizations and serves as a guideline for acting and interacting (Azmy, 2021; AZMY & WIADI, 2022; Pranoto & Handoyo, 2024). This culture is often formed by the founders of the organization and reinforced through socialization, symbols, rituals, and organizational stories. Work culture includes habits, ethos, and perspectives on work that apply in a group or organization (Widyantari et al., 2022). Organizational culture has several important functions, such as determining the boundaries of organizational identity, fostering commitment, increasing the stability of the social system, and acting as a behavioral control mechanism (Azmy, 2021). A positive and strong work culture is believed to improve employee performance, satisfaction, and productivity (Komariyah et al., 2023).



## Work Environment

The work environment is everything that surrounds employees while they work, both physical aspects (lighting, temperature, layout, noise, cleanliness, facilities) and non-physical/social (relationships with superiors, relationships with coworkers, communication climate, job security), which can affect employees in carrying out their duties (Dwianto & Junengsih, 2025; Widyantari et al., 2022) . A conducive, comfortable, safe, and supportive work environment can increase employee enthusiasm, motivation, satisfaction, and ultimately employee performance and productivity (Widyantari et al., 2022) . Conversely, a poor or inadequate work environment can cause stress, fatigue, decreased morale, and hinder performance (Widyantari et al., 2022) . Aspects such as efficient layout, adequate lighting, good air circulation, low noise levels, and harmonious interpersonal relationships are important elements of an ideal work environment (Voordt & Jensen, 2021) .

## Compensation

Compensation refers to all forms of rewards or remuneration, both financial (salary, wages, bonuses, incentives, allowances) and non-financial (facilities, recognition, promotion opportunities), received by employees in return for their contributions of energy and thought to the organization (Perkasa et al., 2019; Saluy, 2018; Zaelani, 2024) . The compensation system is one of the important HR management tools to attract, retain, and motivate employees (Perkasa et al., 2019) . Fair, appropriate, and competitive compensation, which is in accordance with the workload, responsibility, position level, and employee contribution, can increase employee job satisfaction, motivation, discipline, loyalty, and performance (Abaharis & Fauzi, 2022; Perkasa et al., 2019) . Conversely, compensation that is perceived as unfair or inadequate can lead to dissatisfaction and decrease performance (Zaelani, 2024) .

## Work motivation

Work motivation is an internal or external drive or driving force that arises in a person to act or behave actively and enthusiastically in order to achieve certain goals, especially organizational goals (Iqbal et al., 2021; Saluy, 2018) . Motivation involves intensity (how hard the effort is), direction (the goal to be achieved), and persistence (how long the effort lasts) (SUPARNO & SUDARWATI, 2014) . Work motivation is very important because it can increase enthusiasm, work passion, effectiveness, and productivity (Perkasa et al., 2019) . Various motivation theories try to explain these driving factors, such as Maslow's Hierarchy of Needs Theory (Saluy, 2018) , Herzberg's Two Factor Theory, and Vroom's Expectancy Theory (Komariyah et al., 2023) . Motivation indicators can include intrinsic aspects (such as responsibility, recognition, achievement) and extrinsic (Saluy, 2018) .

## Job satisfaction

Job satisfaction is defined as a general attitude or positive and pleasant emotional state that a person has towards his/her job, which arises from the individual's assessment or perception of various aspects of his/her job compared to his/her expectations (Fauzi et al., 2022; Husaeni & Febrian, 2023; Iqbal et al., 2021) . It is not a single concept, but rather an affective response to various aspects of work (Iqbal et al., 2021) . Satisfied employees tend to have a positive outlook, prefer their work situation, and are more motivated and dedicated (Perkasa et al., 2019) . Conversely, dissatisfaction can trigger negative attitudes, laziness, absenteeism, and turnover (Fauzi et al., 2022) . Factors that influence job satisfaction include the work itself (interesting, challenging), fair salary/wages, promotion opportunities, supervision/superior



support, good relationships with coworkers, supportive working conditions, and the fit between individual values and organizational culture (Fauzi et al., 2022; Kalsum et al., 2023) .

### Organizational Commitment

Organizational commitment describes the extent to which an employee identifies with the organization, has an emotional attachment, loyalty, and a strong desire to remain a member and contribute to the achievement of organizational goals (Fauzi et al., 2022; P et al., 2023) . It involves belief in organizational values and a willingness to exert one's best efforts for the benefit of the organization (Azmy, 2021; P et al., 2023) . Allen and Meyer's (1996) three-component model distinguishes commitment into: (1) Affective Commitment (emotional attachment and sense of belonging), (2) Continuance Commitment (based on considerations of the costs of leaving the organization), and (3) Normative Commitment (feeling obligated to stay) (Azmy, 2021; Saha & Kumar, 2018) . Employees with high commitment tend to be more loyal, have lower absenteeism and turnover rates, and demonstrate better performance (Fauzi et al., 2022) . Factors that influence commitment include quality of work life, perceived organizational support, and job satisfaction (P et al., 2023).

## 2. RESEARCH METHOD

This article is compiled based on the literature study method or literature review with a qualitative descriptive approach. The main data source is 45 scientific articles/journals in PDF format that have been provided by the author. These articles include various empirical studies that examine the influence of key variables in human resource management (such as organizational culture, work environment, compensation, work motivation, job satisfaction, organizational commitment, work discipline, workload, work stress, work-life balance) on employee performance and/or productivity in various organizational contexts in Indonesia and several international contexts.

Data analysis process involves a number of step :

1. **Reading and Understanding:** Each article is read carefully to understand the research objectives, theoretical framework, methods used, variables studied, and key findings and conclusions.
2. **Data Extraction:** Key information from each article was extracted and recorded, including: article title, author name, year of publication, keywords or main variables studied, and research findings/results relevant to the focus of this article (impact on performance/productivity).
3. **Data Tabulation:** The extracted information is then tabulated into a summary table format, with the following columns: No., Article/Journal Title (Author Name, Year), Keywords or Research Variables, and Research Findings/Results.
4. **Qualitative Synthesis:** Findings from across articles were analyzed qualitatively to identify common themes, consistent patterns of relationships between variables, areas where findings were conflicting or varied, and the role of mediating or moderating variables that frequently emerged.
5. **Narrative Composition:** The results of qualitative synthesis are used to compile the sections of this scientific article (Introduction, Literature Review, Results and Discussion, Conclusions and Suggestions) using good and correct Indonesian.





Paraphrasing efforts are made extensively to avoid direct similarities with the source text, while maintaining the essence of the findings.

6. **Citations and Bibliography:** Any information or findings quoted from the source article are accompanied by citations in the format (Author, Year). The bibliography is compiled based on the information available from the article and is sorted alphabetically by the first author's name.

### 3. RESULTS AND DISCUSSION

This section presents a summary of the findings of the 45 articles analyzed in tabular form, followed by a discussion that synthesizes the results.

**Table 1. Summary of Research Articles**

No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
1	ANALISIS EMPIRIS DAMPAK LINGKUNGAN KERJA DAN BEBAN KERJA TERHADAP KINERJA KARYAWAN (Dwianto & Junengsih, 2025)	Work Environment, Workload, Employee Performance (PT. Pos Indonesia North Jakarta)	The work environment has a positive and significant effect on performance. Workload does not have a significant effect partially. Simultaneously, the work environment and workload have a positive and significant effect (70.3%).
2	PENGARUH LINGKUNGAN KERJA DAN BEBAN KERJA TERHADAP KINERJA PEGAWAI PEMERINTAH NON PEGAWAI NEGERI (PPNP) DI KEDEPUTIAN BIDANG PEMANTAUAN, EVALUASI, DAN PENGENDALIAN PEMBANGUNAN - BAPPENAS (Lestari & Dwianto, 2023)	Work Environment, Workload, Employee Performance (PPNP Bappenas)	The work environment has a positive and significant effect on performance. Workload does not have a significant effect partially. Simultaneously, the work environment and workload have a positive and significant effect (70.3%).
3	The Effect of Compensation on Employee Performance at PT. Sango Indonesia - Karawang (Dwianto et al., 2019)	Compensation, Employee Performance (PT. Sango Indonesia)	Compensation contributed 50.83% to performance employee .



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
4	The Mediating Role of Work Motivation in the Relationship Between Compensation, Work Environment, and Employee Performance at Medistra Hospital (Dwianto & Damanik, 2024)	Compensation, Work Environment, Work Motivation, Employee Performance ( Medistra Hospital)	Direct: Compensation $\rightarrow$ (+, Sig), Environment $\rightarrow$ (+, Sig), Motivation $\rightarrow$ (No Sig), Compensation $\rightarrow$ (+, Sig), Environment $\rightarrow$ (+, Sig). Indirect: Motivation $\rightarrow$ Compensation $\rightarrow$ (No Sig), Performance $\rightarrow$ Motivation Environment $\rightarrow$ (No Sig).
5	ANALISIS PENGARUH BUDAYA KERJA DAN DISIPLIN KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN PADA INDUSTRI KERTAS DAUR ULANG CV KRIDASANA (Komariyah et al., 2023)	Work Culture, Work Discipline, Work Productivity (CV Kridasana)	Work culture has a significant effect on productivity. Work discipline has a significant effect on productivity. In general simultaneously , both influential 59.7%.
6	ANALISIS WORK LIFE BALANCE, BUDAYA ORGANISASI DAN KEPUASAN KERJA TERHADAP PRODUKTIVITAS KARYAWAN DI PT. PANCA DEWATA SINGARAJA-BALI (Nurhadi et al., 2024)	Work Life Balance, Organizational Culture, Job Satisfaction, Work Productivity (PT. Panca Gods )	WLB $\rightarrow$ Productivity (+, Sig); WLB $\rightarrow$ Satisfaction (+, Sig); $\rightarrow$ Productivity Culture (+, Sig ); Culture $\rightarrow$ (+, No Sig); Satisfaction $\rightarrow$ (+, Sig). Mediation: WLB Productivity $\rightarrow$ Satisfaction $\rightarrow$ (+, Sig); Satisfaction $\rightarrow$ Culture $\rightarrow$ (+, No Sig).
7	Implications of Job Satisfaction, Organizational Commitment, and Organizational Culture on Organizational Citizenship Behavior in Electrical Professional Organizations	Job Satisfaction, Organizational Commitment, Organizational Culture, OCB ( Association Electrical Contractor )	Organizational Commitment & Organizational Culture $\rightarrow$ OCB (+, Sig). Job Satisfaction $\rightarrow$ (No Sig).



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
	in Indonesia (Azmy, 2021)		
8	Implications of work motivation, employee discipline, and compensation on employee performance while working from home at a digital marketing company (Azmy et al., 2022)	Work Motivation, Work Discipline, Compensation, Employee Performance, WFH (Digital Marketing Co.)	Work Motivation & Work Discipline → Performance (+, Sig). Compensation → (No Sig, but positive). Work discipline is most dominant during WFH.
9	The effect of job satisfaction and organizational culture on employee performance in autofinance business: the mediating role of organizational commitment (AZMY & WIADI, 2022)	Job Satisfaction, Organizational Culture, Organizational Commitment, Employee Performance (Auto Finance)	Job Satisfaction → Performance (+, Sig); Organizational Commitment → Performance (+, Sig); Organizational Culture → Organizational Commitment (+, Sig). Job Satisfaction → Organizational Commitment (No Sig); Organizational Culture → Performance (No Sig). Commitment mediates the influence of Culture & Satisfaction on Performance.
10	The Roles of Organizational Commitment, Emotional Intelligence, and Job Satisfaction for Improving Employee Performance at a Construction Company (Azmy, 2023)	Organizational Commitment, Emotional Intelligence, Job Satisfaction, Employee Performance (Construction Co.)	Organizational Commitment, Emotional Intelligence, and Job Satisfaction all have a positive and significant effect on Employee Performance. Job Satisfaction is the most dominant .
11	DAMPAK PEMBERIAN KOMPENSASI, KEPUASAN KERJA MOTIVASI DAN PENGARUHNYA TERHADAP KINERJA KARYAWAN	Compensation, Job Satisfaction, Motivation, Employee Performance (PT Nusantara Infrastructure Tbk)	Compensation has a positive and significant effect on performance. Job satisfaction and motivation have a positive but not significant effect on performance.





No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
	(Perkasa et al., 2019)		
12	How HR practices, work engagement and job crafting influence employee performance (Guan & Frenkel, 2018)	HR Practice, Work Engagement, Job Crafting, Task Performance, OCB (Manufacturing Firms China)	Perception of HR Practices → Work Engagement (+, Sig); Job Crafting Practices (+, Sig). → Job Crafting mediates the relationship between HR Practices → and Performance. Job Engagement & Job Crafting sequentially mediate HR Practices → Performance. Job Engagement alone does not significantly affect performance.
13	Pengaruh Beban Kerja, Budaya Organisasi, dan Kepuasan Kerja Terhadap Produktivitas Kerja Karyawan (Husaeni & Febrian, 2023)	Workload, Organizational Culture, Job Satisfaction, Work Productivity (Food Importing Company)	Workload → (-, No Sig); Organizational Culture → Productivity (+, Sig); Job Satisfaction → Productivity (+, No Sig). Simultaneously, all three have a significant influence.
14	Impact of Organizational Commitment on Employee Productivity During Covid-19: Evidence from Afghanistan and India (Rezvani et al., 2021)	Organizational Commitment, Employee Productivity, Covid-19 (Afghanistan & India)	Conceptual/literature study. Emphasizing the importance of organizational commitment to productivity during Covid-19. Factors driving commitment: supervisor support, meaning of work, fair treatment, recognition, job security, equal rewards.
15	Organizational culture as a moderator between affective commitment and job satisfaction: Empirical evidence from Indian public sector enterprises (Saha & Kumar, 2018)	Affective Commitment, Job Satisfaction, Organizational Culture (Supportive, Innovative, Bureaucratic) (Indian SOEs)	Affective Commitment → Job Satisfaction (+, Sig). Supportive & Innovative Culture moderates the relationship between Affective Commitment → and Job Satisfaction. Bureaucratic Culture does not



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
			moderate .
16	Pengaruh Budaya Kerja dan Kepuasan Kerja terhadap Kinerja Pegawai PT Kereta Api Indonesia Divre III Palembang (Adilah et al., 2023)	Work Culture, Job Satisfaction, Employee Performance (PT KAI Divre III Palembang)	Work culture (X1) and job satisfaction (X2) do not have a significant effect, either partially (t-test) or simultaneously (F-test), on employee performance. $R^2 = 2.4\%$ .
17	Pengaruh Budaya Kerja Dan Kondisi Kerja Terhadap Produktivitas Kerja Karyawan Arin Bakery (Panggabean, 2023)	Work Culture, Work Conditions, Work Productivity (Arin Bakery)	Work culture → Productivity (+, Sig); Working conditions → Productivity (+, Sig). Simultaneously, both have a positive and significant effect ( $R^2=56.9\%$ ).
18	PENGARUH BUDAYA ORGANISASI DAN KOMITMEN ORGANISASI TERHADAP KEPUASAN KERJA DAN TURNOVER INTENTION PADA PERAWAT RSIA ERIA BUNDA PEKANBARU (Kalsum et al., 2023)	Organizational Culture, Organizational Commitment, Job Satisfaction, Turnover Intention (RSIA Eria Bunda)	Organizational Culture → Satisfaction (+, Sig); Commitment Org → Satisfaction (+, Sig); Org Culture → Turnover (-, Sig); Org → Turnover Commitment (-, Not Sig); Job Satisfaction → (-, Sig). Job satisfaction does not mediate the influence of Organizational Culture & Organizational Commitment on Turnover Intention.
19	Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Intervening pada PT. Padang Distribusindo Raya DC Padang Aro (Hendra et al., 2024)	Organizational Culture, Work Environment, Job Satisfaction, Employee Performance (PT Padang Distribusindo Raya)	Organization Culture → (+, Sig); Work Environment → Performance (-, No Sig); Organizational Culture → Satisfaction (+, Sig); Work Environment → Satisfaction (+, Sig); Job Satisfaction → Performance (+, Sig). Satisfaction mediates → Performance Organizational Culture (+,



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
			Sig) and →Performance Work Environment (+, Sig).
20	Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Produktivitas Karyawan (Situmorang, 2023)	Organizational Culture, Work Environment, Employee Productivity	Organizational culture has a positive and significant effect on productivity. Environment Work influential positive & significant to productivity .
21	Pengaruh Budaya Organisasi dan Motivasi melalui Kepuasan Kerja terhadap Kinerja Karyawan PT. Dunia Barusa Meulaboh (Anjeli, Setiyana, & Jalil, 2024)	Organizational Culture, Motivation, Job Satisfaction, Employee Performance (PT Dunia Barusa)	Organization Culture →(+, Sig); Motivation →(+, Sig); Organizational Culture →Satisfaction (+, Sig); Motivation →(+, Sig); Satisfaction →(+, Sig). Satisfaction mediates the influence of →Performance Organizational Culture (+, Sig) and →Performance Motivation (+, Sig).
22	Pengaruh Budaya Organisasi terhadap Produktivitas Kerja Karyawan melalui Komitmen Organisasi sebagai Variabel Mediasi (P et al., 2023)	Organizational Culture, Organizational Commitment, Work Productivity (Mediating Variable)	Org Culture →Org Commitment (+, Sig); Org Commitment →(+, Sig); Organization Culture →(+, Sig). Organizational commitment partially mediates the influence of Organizational Culture on Work Productivity.
23	PERBEDAAN PRODUKTIVITAS KERJA, KEPUASAN KERJA, DAN BUDAYA ORGANISASI ANTARA KARYAWAN BEKERJA DARI RUMAH DENGAN BEKERJA DARI KANTOR (Pranoto & Handoyo,	Work Productivity, Job Satisfaction, Organizational Culture, WFH vs WFO	There are significant differences between WFH and WFO in: Work Productivity (higher WFO), Job Satisfaction (higher WFO), Organizational Culture (higher WFO).



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
	2024)		
24	Pengaruh Budaya Organisasi, Kompensasi dan Kepuasan Kerja Terhadap Produktivitas Kerja Karyawan (Zaelani, 2024)	Organizational Culture, Compensation, Job Satisfaction, Work Productivity (PT Atamora Teknik Makmur)	Organization Culture →(+, Sig); Compensation →(+, Sig); Job Satisfaction →Productivity (+, Sig). Simultaneously, all three have a significant effect on Work Productivity (R2 = 71.1%).
25	Pengaruh Budaya Organisasi, Stres Kerja Terhadap Kinerja Karyawan dan Kepuasan Kerja Sebagai Variabel intervening (Karo-karo et al., 2022)	Organizational Culture, Work Stress, Employee Performance, Job Satisfaction (Intervening) (PT Panca Putra)	Organization Culture →(+, Sig); Job Stress →Performance (+, Sig); Organizational Culture →Satisfaction (+, Sig); Job Stress →Satisfaction (-, Sig); Satisfaction →(+, Sig). Satisfaction mediates the influence of Organizational Culture →on Performance and Job Stress →on Performance.
26	PENGARUH KOMITMEN DAN KEPUASAN KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN (LITERATUR REVIEW) (Fauzi et al., 2022)	Work Commitment, Job Satisfaction, Work Productivity (Literature Review)	The literature review concluded: Work commitment has a positive effect on productivity. Job satisfaction does not always have a significant direct effect on productivity, but can affect through other variables (such as commitment).
27	PENGARUH LINGKUNGAN KERJA DAN BUDAYA KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN	Work Environment, Work Culture, Work Productivity (PT Varash Indonesia Jaya)	Work environment →Productivity (+, Sig). Work culture →Productivity (+, Sig). Simultaneously, both have a significant effect (R2 =



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
	BAGIAN PRODUKSI PADA PT. VARASH INDONESIA JAYA (Widyantari et al., 2022)		52.4%).
28	PENGARUH MOTIVASI, DISIPLIN KERJA DAN KOMPETENSI TERHADAP KINERJA PEGAWAI DINAS PENDIDIKAN KABUPATEN SRAGEN (SUPARNO & SUDARWATI, 2014)	Motivation, Work Discipline, Competence, Employee Performance (Sragen Education Office)	Motivation →(+, Sig); Discipline →(+, Sig); →Performance Competence (+, Sig). Simultaneously, all three have a significant influence on employee performance.
29	The mediating effect of job satisfaction on the relationship between organizational culture and knowledge management (Al-Abdullat & Dababneh, 2018)	Organizational Culture (OC), Job Satisfaction (JS), Knowledge Management (KM) Processes (Creation, Storage, Transfer, Application), Mediation ( Banking Sector Jordan )	Organizational culture has a positive and significant effect on job satisfaction and all knowledge management (KM) processes. Job satisfaction has a positive and significant effect on all KM processes. Job satisfaction partially mediates the relationship between organizational culture and KM processes (knowledge creation, storage, transfer, and application).
30	PENGARUH BUDAYA KERJA, DISIPLIN KERJA DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PADA KOPERASI BUKIT INDAH (Mandira & Anggreni, 2023)	Work Culture, Work Discipline, Job Satisfaction, Employee Performance (Bukit Indah Cooperative)	Work culture →Performance (+, Sig); Work Discipline →Performance (+, Sig); Job Satisfaction →Performance (+, Sig). Simultaneously, all three have a significant effect (R <sup>2</sup> =74.1%).
31	Pengaruh Budaya Kerja Kaizen, Kemampuan Kerja	Kaizen Work Culture, Work Ability,	Kaizen Culture →Productivity (+, Sig);





No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
	Terhadap Produktivitas Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Ariski et al., 2024)	Employee Productivity, Job Satisfaction (Intervening) (PT Jatim Autocomp)	Work Ability $\rightarrow$ (+, Sig); Kaizen Culture $\rightarrow$ Satisfaction (No Sig); Job Ability $\rightarrow$ Satisfaction (+, Sig); Satisfaction $\rightarrow$ (+, Sig). Satisfaction does not mediate Kaizen Culture $\rightarrow$ Productivity; Satisfaction mediates $\rightarrow$ Productivity Ability.
32	PENGARUH BUDAYA KERJA TERHADAP PRODUKTIVITAS KARYAWAN PADA PDAM DI JAKARTA (Berliana et al., 2021)	Work Culture, Employee Productivity (PDAM Jakarta)	Work culture has a positive and significant effect on employee productivity ( $R^2 = 60.4\%$ ).
33	PENGARUH KEPUASAN KERJA, SEMANGAT KERJA, DAN KOMPENSASI TERHADAP PRODUKTIVITAS KERJA KARYAWAN PT. TIRTA MUMBUL JAYA ABADI (Ningsih & Prastiwi, 2021)	Job Satisfaction, Work Spirit, Compensation, Work Productivity (PT Tirta Mumbul Jaya Abadi)	Job Satisfaction $\rightarrow$ Productivity (Not Sig); Work Spirit $\rightarrow$ Productivity (+, Sig); Compensation $\rightarrow$ (+, Sig). Simultaneously, all three have a significant effect ( $R^2 = 51.3\%$ ).
34	PENGARUH KOMPETENSI, KOMPENSASI, DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PADA PT. SUMATERA JAYA AGRO LESTARI SILAUT (Abaharis & Fauzi, 2022)	Competence, Compensation, Job Satisfaction, Employee Performance (PT Sumatera Jaya Agro Lestari)	Competence $\rightarrow$ (+, Sig); Compensation $\rightarrow$ (+, Sig); Job Satisfaction $\rightarrow$ Performance (+, Sig). Simultaneously, all three have a significant effect ( $R^2=74.7\%$ ).
35	PERAN KOMPENSASI DAN BUDAYA KERJA	Compensation, Work Culture, Employee	The literature review concluded that fair



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
	PERUSAHAAN TERHADAP PRODUKTIVITAS KARYAWAN (Fitria et al., 2024)	Productivity (Literature Review)	compensation and positive work culture play an important role in increasing employee productivity. Productivity influenced internal factors ( individual , organizational ) and external .
36	The productive service employee - personality, stress, satisfaction and performance (Harris et al., 2017)	Employee Productivity, Personality (Conscientiousness, Neuroticism), Stress (Role Conflict, Role Ambiguity), Job Satisfaction, Job Performance (In-role, Extra-role)	Conscientiousness has a positive effect on job satisfaction and performance (in-role & extra-role). Neuroticism has a negative effect on job satisfaction and in-role performance (but not extra-role). Role conflict & role ambiguity have a negative effect on job satisfaction. Job satisfaction has a positive effect on both types of performance. Stress (conflict & ambiguity) also has a direct negative impact on performance.
37	Employee productivity evaluation with human capital management strategy: The case of covid-19 in Indonesia (Saluy et al., 2021)	Employee Productivity, Human Capital Management (Individual Ability, Individual Motivation, Organizational Strategy), Covid-19 (Indonesia)	During Covid-19, individual capabilities, individual motivation, and organizational strategy (human capital) significantly affect employee productivity. Organizational strategy ( especially human resource development & retention ) is predictor strongest .
38	Leadership and Organizational Culture Effects on Employee Performance and Variables Customer Satisfaction as Intervening (Saragih & Saluy, 2022)	Leadership, Organizational Culture, Employee Performance, Customer Satisfaction (Intervening) (PT Sukaputra House Brilliant )	Leadership →(+, Sig); Organization Culture →(+, Sig); Performance →(+, Sig); Leadership →(+, No Sig); Org Culture →Customer Satisfaction (+, Sig). Performance mediates the



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
			influence of Leadership & Organizational Culture on Customer Satisfaction.
39	Motivation Moderating the Influence of Organizational Culture and Leadership on Employment Performance (Saluy et al., 2022)	Organizational Culture, Leadership, Motivation (Moderator), Employee Performance	Organizational Culture → Performance (+, Sig); Leadership → (+, Sig); Motivation → (+, Sig). Motivation moderates (strengthens) the influence of Organizational Culture on Performance and the influence of Leadership on Performance.
40	PENGARUH MOTIVASI KERJA, DISIPLIN KERJA DAN KOMPENSASI TERHADAP KINERJA KARYAWAN (Studi Kasus di Perusahaan PT IE) (Saluy, 2018)	Work Motivation, Work Discipline, Compensation, Employee Performance (PT IE)	Motivation → (+, Sig); Discipline → (+, Sig); Compensation → (+, Sig). Simultaneously, all three have a significant effect ( $R^2 = 60.7\%$ ).
41	THE EFFECT OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION (AT PT ICI PAINTS INDONESIA) (Iqbal et al., 2021)	Work Motivation, Work Environment, Job Satisfaction (Mediator), Performance (PT ICI Paints Indonesia)	Motivation → (+, Sig); Environment → (+, Sig); Motivation → (+, Sig); Environment → (+, Sig); Satisfaction → (+, Sig). Satisfaction mediates the influence of → Performance Motivation (+, Sig) and → Performance Environment (+, Sig).
42	The impact of healthy workplaces on employee satisfaction, productivity and costs (Voordt & Jensen, 2021)	Healthy Workplace, Employee Satisfaction, Productivity, Costs (Literature Review)	A healthy work environment (air quality, light, privacy, control, plants) has a positive impact on health, satisfaction, & productivity. Open-plan often impact negative . Investment environment Healthy tends to be cost-



No	Article / Journal Title (Author, Year)	Keywords or Research Variables	Research Findings /Results
			effective ( especially via reduction absence Sick ).
43	The influence of organizational culture and job design on job commitment and human resource performance (Raharjo et al., 2018)	Organizational Culture, Job Design, Job Commitment, HR Performance (Construction Consultants)	Org Culture & Job Design → Work Commitment (+, Sig). Organizational Culture & Work Commitment → HR Performance (+, Sig). HR Performance Job Design (No Sig). → Work Commitment mediates the influence of Job Design → on HR Performance and Organizational Culture on → HR Performance.
44	The interplay of stress and workspace attachment on user satisfaction and workspace support to labor productivity (Nappi et al., 2020)	Stress, Workspace Attachment, Workspace Satisfaction, Workspace Productivity Support ( Relocation )	After relocation: stress increased, workspace satisfaction & engagement decreased, workspace support for productivity did not change. Workspace satisfaction was moderated by stress in relation to productivity support. Engagement room Work mediate Satisfaction -> Support Productivity ( before relocation ).
45	The relationship between working spaces and organizational culture (Ma & Gibbert, 2019)	Working Spaces, Organizational Culture, Fit (Case Study)	“Fit” between workspace and culture at the company level is not enough to guarantee positive outcomes (satisfaction, productivity). Moderating factors at the workgroup level (job type, personality, seniority) and the company level (change management processes) are crucial.



## Discussion

Analysis of the research articles provided reveals a comprehensive yet complex picture of the factors that influence employee performance and productivity in various organizational contexts. Overall, these findings suggest that performance and productivity are not the result of a single factor, but rather a dynamic interaction between individual characteristics, job aspects, organizational culture and environment, and human resource management practices.

- Organizational Culture and Work Environment as Foundation:** Many studies consistently show a positive and significant influence of organizational/work culture on performance and productivity (Berliana et al., 2021; Komariyah et al., 2023; Raharjo et al., 2018; Widyantari et al., 2022). A culture that supports innovation, collaboration, results orientation, attention to detail, and concern for employees tends to drive higher performance. Likewise, a conducive work environment, both physical (lighting, temperature, layout) and social (relationships between coworkers, support from superiors), significantly contributes to performance and productivity (Dwianto & Junengsih, 2025; Lestari & Dwianto, 2023; Voordt & Jensen, 2021; Widyantari et al., 2022). Case studies by (Ma & Gibbert, 2019) even highlight that the 'fit' between workspace and culture needs to consider factors at the workgroup level for optimal results. However, several studies also found no significant influence from the work environment (Hendra et al., 2024) or organizational culture (Adilah et al., 2023; AZMY & WIADI, 2022), indicating the presence of contextual factors or other interacting variables.
- The Central Role of Motivation and Job Satisfaction:** Work motivation, both intrinsic and extrinsic, has been consistently shown to drive employee performance (Azmy et al., 2022; Iqbal et al., 2021; Saluy, 2018; SUPARNO & SUDARWATI, 2014). Motivated employees tend to be more persistent, achievement-oriented, and have high work morale. Job satisfaction has also shown a strong positive relationship with performance and productivity in many studies (Abaharis & Fauzi, 2022; Azmy, 2023; Zaelani, 2024). Employees who are satisfied with their jobs, pay, promotions, coworkers, and supervision tend to be more productive and committed. Interestingly, several studies found that job satisfaction acts as an important mediator between other variables (such as organizational culture, work environment, motivation, compensation) and performance/productivity (Anjeli, Setiyana, Jalil, et al., 2024; Iqbal et al., 2021; Karo-karo et al., 2022), indicating that these antecedent variables improve performance *through* increasing job satisfaction first. However, there are also findings where job satisfaction does not significantly affect productivity (Fauzi et al., 2022; Husaeni & Febrian, 2023) or is unable to mediate the relationship (Kalsum et al., 2023), indicating the complexity of this relationship.
- The Effect of Varying Compensation:** The effect of compensation on performance and productivity shows mixed results. Several studies found a positive and significant effect (Abaharis & Fauzi, 2022; Dwianto et al., 2019; Saluy, 2018; Zaelani, 2024), supporting the idea that fair and adequate financial rewards can motivate employees. However, other studies found no significant effect of compensation on performance





(Azmy et al., 2022; Perkasa et al., 2019) , indicating that non-financial or intrinsic factors may play a more dominant role in certain contexts, such as during WFH or when basic needs are met.

- The Importance of Commitment and Discipline:** Organizational commitment, especially affective commitment (emotional bond), is consistently positively related to performance and productivity, and negatively related to turnover intention (Azmy, 2021, 2023; AZMY & WIADI, 2022; Fauzi et al., 2022; P et al., 2023; Raharjo et al., 2018) . Committed employees tend to be more loyal, dedicated, and willing to put in more effort. Work discipline is also a strong predictor of performance and productivity (Azmy et al., 2022; Komariyah et al., 2023; Mandira & Anggreni, 2023; Saluy, 2018; SUPARNO & SUDARWATI, 2014) . Compliance with rules, punctuality, and responsibility in completing tasks are essential, especially in a flexible work context such as WFH.
- Other Factors and Interactions:** These studies also highlight other variables such as workload (Dwianto & Junengsih, 2025; Husaeni & Febrian, 2023; Lestari & Dwianto, 2023) , work stress (Karo-karo et al., 2022; Nappi et al., 2020) , work-life balance (Nurhadi et al., 2024) , competence (Abaharis & Fauzi, 2022; SUPARNO & SUDARWATI, 2014) , emotional intelligence (Azmy, 2023) , OCB (Azmy, 2021) , and HR practices (Guan & Frenkel, 2018) . The relationships between variables are often complex, involving mediation and moderation. For example, job satisfaction often mediates the influence of culture, environment, and motivation on performance (Anjeli, Setiyana, Jalil, et al., 2024; Iqbal et al., 2021) . Organizational commitment also acts as a mediator (AZMY & WIADI, 2022; P et al., 2023; Raharjo et al., 2018) . Organizational culture can moderate the relationship between commitment and job satisfaction (Saha & Kumar, 2018).
- Context of WFH and the Pandemic:** Several articles specifically discuss the impact of WFH and the COVID-19 pandemic. It was found that WFH can have a positive effect on productivity if supported by strong motivation and discipline (Azmy et al., 2022) , although challenges related to work-life balance and stress may arise (Nappi et al., 2020) . Organizational commitment remains crucial during this time of crisis (Rezvani et al., 2021) . Direct comparisons between WFH and WFO show significant differences in productivity, satisfaction, and cultural perceptions (Pranoto & Handoyo, 2024) .

Overall, the synthesis of these 45 articles underscores the multifaceted nature of employee performance and productivity. No single factor is the primary determinant. Rather, a combination of a positive and supportive organizational culture, a physically and socially conducive work environment, high levels of motivation and commitment, and adequate job satisfaction appear to be key to driving optimal performance and productivity. The role of compensation and work discipline is also important, although their effects may vary more widely depending on the context. An effective HR management approach must take into account the complex interactions between all of these factors.

#### 4. CONCLUSION



Based on the synthesis of 45 research articles analyzed, several main conclusions can be drawn regarding the factors that influence employee performance and productivity:

1. **Performance and Productivity are the Result of Multifactor Interaction:** Employee performance and productivity are not the result of one dominant variable, but rather a complex interaction between individual factors (motivation, commitment, satisfaction, competence, discipline, emotional intelligence), job factors (job design, workload), and organizational factors (culture, work environment, leadership, HR practices, compensation).
2. **Culture and Work Environment as Key Pillars:** A positive organizational/work culture and a conducive work environment have consistently been proven to drive performance and productivity.
3. **Motivation, Satisfaction, and Commitment as Internal Drivers:** Employee internal factors such as motivation, satisfaction, and commitment are significantly positively correlated with increased performance and productivity, and often act as key mediators.
4. **Contextual Influence of Compensation and Discipline:** The influence of financial compensation and work discipline tends to vary depending on the context and its interaction with other factors, although perceptions of compensatory fairness remain important.
5. **WFH and Adaptation:** The era of flexible work like WFH demands a high level of self-discipline and internal motivation, as well as strong organizational support to maintain productivity.

### Suggestion

Based on the conclusions above, several suggestions can be formulated for HR management practitioners and further researchers:

1. **For Practitioners/ Management :**
  - holistic HR management strategy .
  - Build a positive culture and maintain a conducive work environment .
  - Focus on increasing employee satisfaction and commitment .
  - Design a fair and transparent compensation system.
  - Provide adequate support for flexible working (WFH) models.
  - Invest in development competence .
2. **For Further Researchers :**
  - Conduct research in the specific context of an industry or organization.
  - Dig deeper into the interactions between variables (mediation, moderation).
  - Use longitudinal design For see change from time to time .
  - Combine perceptual data with objective measurements .
  - Conduct qualitative studies for in-depth understanding.
  - Explore the influence of new variables relevant to current trends.

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