

The synergistic effects of organizational culture and commitment on employee productivity

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ABSTRACT

Purpose: to examine the partial and simultaneous effects of organizational culture and organizational commitment on employee work productivity at PT. Kurnia Junjung Perkasa.

Method: this study employed a quantitative explanatory approach with a cross-sectional design. Data were collected through questionnaires from 80 employees of PT. Kurnia Junjung Perkasa, selected using the Slovin formula. The data were analyzed using multiple linear regression after passing validity, reliability, and classical assumption tests.

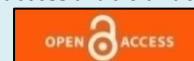
Findings: organizational culture and organizational commitment have positive and significant effects on employee work productivity, both partially and simultaneously. Organizational commitment was found to be the more dominant factor influencing productivity compared to organizational culture. The findings confirm that strengthening organizational values and employee commitment is essential for improving work productivity.

Implications: organizations should strengthen organizational culture and employee commitment through effective human resource management strategies to improve work productivity. This study provides practical insights for management in developing policies that support employee engagement, alignment with organizational values, and sustainable performance improvement.

Originality: reflected in its examination of the combined influence of organizational culture and organizational commitment on employee productivity within the labour-supply and rental-unit-support service sector, providing new empirical insights into a less-explored organizational context.



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Introduction

Human resources constitute one of the most strategic assets in determining an organization's sustainability and competitiveness (Jiang et al., 2024). Amid globalization, rapid technological advancement, and increasingly dynamic business competition,

organizations are required not only to improve technological capabilities but also to optimize employee performance through effective human resource management (Irwan et al., 2025). In this context, work productivity has become a fundamental indicator of organizational success because it reflects the efficiency and effectiveness of employees in achieving organizational objectives (Abdelwahed & Doghan, 2023; Vuong & Nguyen, 2022). Employee productivity is influenced not only by technical competencies but also by behavioral and organizational factors that shape employees' attitudes and performance (Bankins et al., 2024). Among these factors, organizational culture and organizational commitment have consistently been recognized as important determinants of employee productivity (Bogale & Debela, 2024; Soomro et al., 2024). Organizational culture creates shared values and norms that guide employees' behavior, whereas organizational commitment strengthens employees' willingness to contribute and remain loyal to organizational goals (Ding & Hong, 2025; Dunger, 2023; Liu et al., 2022). Therefore, strengthening these two organizational aspects has become increasingly important for organizations seeking a sustainable competitive advantage (Jameel, 2022).

PT. Kurnia Junjung Perkasa, a company operating in labour-supply services and rental-unit support, is likewise confronted with the challenge of maintaining consistent employee productivity amid changing business conditions following the COVID-19 pandemic. Preliminary observations indicate that the company's production targets have fluctuated during the past year and have not consistently reached the expected level. Several operational problems have also been identified, including inconsistent implementation of standard operating procedures, uneven adaptation to the newly established organizational culture, declining employee motivation, and delays in task completion. These conditions suggest that employees have not fully internalized the company's organizational culture and that employees' organizational commitment may not yet be sufficiently strong to support optimal performance. Such circumstances potentially reduce work efficiency and organizational effectiveness, making it important to investigate the organizational factors contributing to employee productivity.

Existing studies have demonstrated that organizational culture positively influences employee productivity and performance by fostering collaboration, discipline, innovation, and shared organizational values (Asrianto et al., 2025; Bijalwan et al., 2024; Zhang et al., 2023). Similarly, organizational commitment has been found to enhance employees' persistence, responsibility, and willingness to exert greater effort in accomplishing organizational objectives (Frimpong et al., 2024; Pham et al., 2023). However, despite these findings, relatively limited empirical evidence has examined the simultaneous influence of both variables within labour-supply and technical-support service companies, particularly in the context of organizational adaptation during the post-pandemic economic recovery period. Furthermore, previous studies have predominantly focused on service, public-sector, hospitality, and plantation organizations, leaving limited evidence regarding companies such as PT. Kurnia Junjung Perkasa, which possesses distinct operational characteristics, organizational structures, and workforce management systems. This research therefore addresses an empirical gap by examining the synergistic effects of organizational culture and organizational commitment on employee productivity within this specific organizational context, thereby providing a more comprehensive understanding of employee behavior in labour-support service organizations.

Based on the identified research gap, this study aims to analyze and empirically examine the influence of organizational culture on employee productivity, the influence

of organizational commitment on employee productivity, and the simultaneous influence of organizational culture and organizational commitment on employee productivity at PT. Kurnia Junjung Perkasa. Employing a quantitative approach with multiple regression analysis, this study seeks to verify the proposed relationships among the research variables and provide empirical evidence regarding the magnitude of their respective contributions to improving employee productivity.

The findings of this study are expected to provide both theoretical and practical contributions. Theoretically, the research enriches the literature on organizational behavior by extending empirical evidence concerning the integrated role of organizational culture and organizational commitment in explaining employee productivity within labour-support service companies, a context that has received relatively limited scholarly attention. Practically, the results are expected to serve as a valuable reference for the management of PT. Kurnia Junjung Perkasa in formulating human resource policies aimed at strengthening organizational culture, enhancing employee commitment, and improving work productivity. Moreover, the findings may provide useful insights for other organizations with similar business characteristics in designing more effective organizational development strategies to achieve sustainable organizational performance.

Literature review

Organizational behavior theory

The primary grand theory underpinning this study is organizational behavior (OB) theory, which explains how individual behavior, group dynamics, and organizational systems interact to influence organizational effectiveness and performance (Bankins et al., 2024). Organizational behavior emphasizes that employee performance is not solely determined by individual competencies but is also shaped by organizational factors, including organizational culture, leadership, motivation, and organizational commitment (Riza et al., 2025). Within this perspective, organizational culture provides shared values and behavioral norms that guide employees' actions, while organizational commitment represents employees' psychological attachment to the organization (Opolot et al., 2024). These organizational mechanisms encourage employees to perform their duties more effectively and efficiently, ultimately enhancing work productivity. Therefore, organizational behavior theory provides the conceptual foundation for explaining how organizational culture and organizational commitment jointly influence employee productivity.

Organizational culture

Organizational culture refers to a system of shared values, beliefs, assumptions, and norms that distinguishes one organization from another and guides employee behavior in achieving organizational objectives (Williams, 2022). A strong organizational culture creates behavioral consistency among employees, strengthens organizational identity, facilitates collaboration, and establishes a positive working environment that encourages employees to perform beyond minimum standards (Bogale & Debela, 2024). Organizational culture performs several strategic functions. It differentiates organizations, creates organizational identity, promotes employee commitment, maintains social system stability, and acts as an informal control mechanism that directs employee behavior without excessive formal supervision (Di Marco & Cagliano, 2026). Consequently, organizations with strong cultures generally

experience greater coordination, communication effectiveness, innovation, and operational efficiency. Siswadi et al. (2023) identify seven indicators of organizational culture, namely innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. These indicators collectively describe how organizational values are internalized and translated into employees' daily work behavior.

Organizational commitment

Organizational commitment refers to employees' psychological attachment, loyalty, and willingness to remain members of an organization while contributing to its goals and values (Qiao et al., 2024). Commitment reflects employees' acceptance of organizational objectives, their willingness to exert considerable effort on behalf of the organization, and their intention to maintain long-term organizational membership (Lee et al., 2022). Rachman (2022) states that organizational commitment consists of three interrelated indicators. Affective commitment reflects employees' emotional attachment and identification with the organization. Continuance commitment represents employees' awareness of the economic and social costs associated with leaving the organization. Normative commitment refers to employees' moral obligation and sense of responsibility to remain with the organization. Employees possessing high organizational commitment generally demonstrate stronger work motivation, greater persistence when facing work challenges, lower absenteeism, and higher job performance than employees with weaker commitment (Pai et al., 2024). Consequently, organizational commitment is considered one of the most influential psychological factors affecting employee productivity.

Work productivity

Work productivity refers to employees' capability to produce optimal work outputs by utilizing available resources effectively and efficiently (Nuutinen et al., 2022). Productivity reflects not only the quantity of work produced but also the quality, timeliness, and efficiency with which organizational resources are utilized. Employee productivity can be evaluated through several indicators, including work ability, efforts to improve work results, employee self-development, quality of work, and work efficiency (Shyron et al., 2025). High productivity indicates that employees possess the competence, motivation, and organizational support necessary to accomplish organizational objectives while minimizing wasted resources. Within the Organizational Behavior perspective, work productivity represents the final behavioral outcome generated through interactions between organizational factors and employee psychological factors. Therefore, productivity is expected to improve when organizations successfully cultivate a supportive organizational culture while simultaneously strengthening employees' organizational commitment.

Hypothesis development

Organizational behavior theory argues that employee behavior is largely shaped by organizational systems, particularly organizational culture, which establishes shared values, behavioral norms, and expectations that guide employees' daily activities (Bogale & Debela, 2024). A strong organizational culture encourages employees to internalize organizational values, collaborate effectively, communicate openly, and focus on organizational objectives. Such conditions create greater work discipline, stronger motivation, and more efficient work processes, all of which contribute directly to higher

employee productivity. Empirical evidence supports this theoretical relationship. Asrianto et al. (2025) found that organizational culture significantly enhances organizational effectiveness by creating a supportive work environment. Similarly, Kahfi et al. (2022); Iskanto (2023); Zulkifli et al. (2023); Rojak et al. (2024) reported that organizational culture has a positive and significant effect on employee productivity across various organizational settings. These findings suggest that organizations with stronger cultural values are more capable of achieving superior employee performance and productivity. Based on organizational behavior theory and previous empirical findings, the following hypothesis is proposed:

H1: Organizational culture has a positive and significant effect on employee work productivity.

Organizational behavior theory also emphasizes that employees' psychological attachment to the organization strongly influences their work behavior and performance (Hemsworth et al., 2026). Organizational commitment reflects employees' emotional involvement, loyalty, and willingness to contribute to organizational success (Qiao et al., 2024). Employees with higher commitment are more likely to demonstrate persistence, responsibility, initiative, and extra-role behavior, enabling them to complete work more efficiently and effectively (Mehmood et al., 2024). Affective, continuance, and normative commitment collectively strengthen employees' intention to remain productive members of the organization (R. Wang, 2022). Previous studies consistently support this proposition. Adula et al. (2023) found that affective commitment improves employee persistence in completing work assignments, while Goetz & Wald (2022); Sutarman (2022); C.-J. Wang (2022); Damayanti & Darmawan (2025) demonstrated that organizational commitment positively influences employee productivity. Accordingly, the second hypothesis is formulated as follows:

H2: Organizational commitment has a positive and significant effect on employee work productivity.

Method

This study employed a quantitative research method using an explanatory research design to examine the causal relationships between organizational culture, organizational commitment, and employee work productivity. The study was grounded in the positivist paradigm, which assumes that social phenomena can be objectively measured and empirically tested using statistical techniques. An explanatory approach was adopted because the study sought to verify hypotheses regarding the effects of the independent variables on the dependent variable through hypothesis testing. Furthermore, the research utilized a cross-sectional design, whereby data were collected from respondents at a single point in time to capture the existing relationships among the study variables. The research was conducted between March and June 2026 at PT. Kurnia Junjung Perkasa, located in Paringin Timur district, Balangan regency, South Kalimantan, Indonesia.

The target population consisted of 377 employees working at PT. Kurnia Junjung Perkasa. The sample size was determined using the Slovin formula, resulting in a final sample of 80 respondents. Respondents were selected to represent employees across the company, thereby providing sufficient information to examine the proposed relationships among the research variables. The use of the Slovin formula is considered appropriate when the population size is known, and the researcher seeks to obtain a representative sample while maintaining practical feasibility.

Primary data were collected using a structured questionnaire designed based on

the theoretical indicators of each research variable. Organizational culture was measured using the indicators proposed by Siswadi et al. (2023) organizational commitment was assessed according to the three-dimensional model developed by Rachman (2022), and work productivity was measured using the indicators suggested by Widarko & Anwarodin (2022). All questionnaire items employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), enabling respondents to express the degree of their agreement with each statement. The questionnaires were distributed directly to employees to ensure a high response rate and to facilitate clarification whenever respondents encountered difficulties in understanding particular items. Prior to hypothesis testing, the quality of the research instrument was evaluated through validity and reliability tests to ensure that the questionnaire accurately measured the intended constructs and produced consistent results. Subsequently, the data were analyzed using multiple linear regression analysis, as this technique is appropriate for examining the simultaneous and partial effects of multiple independent variables on a single dependent variable.

To satisfy the assumptions of multiple regression analysis, several classical assumption tests were performed. Data normality was examined using the One-Sample Kolmogorov-Smirnov test with the Monte Carlo approach, multicollinearity was assessed through Tolerance and variance inflation factor (VIF) values, and heteroscedasticity was evaluated using the Glejser test. After confirming that all assumptions were met, hypothesis testing was conducted using the partial t-test to examine the individual effect of each independent variable, the simultaneous F-test to assess their joint influence on employee productivity, and the coefficient of determination (R^2) to determine the proportion of variance in employee work productivity explained by organizational culture and organizational commitment. Statistical analyses were performed using IBM SPSS Statistics, with a significance level of 5% ($\alpha = 0.05$).

Results and discussion

Prior to testing the research hypotheses, the data were examined to ensure that all assumptions underlying multiple linear regression analysis were satisfied. The classical assumption tests included normality, multicollinearity, and heteroscedasticity tests. The normality test was conducted using the One-Sample Kolmogorov-Smirnov test with the Monte Carlo approach. The results produced a Monte Carlo significance value of 0.244, which exceeded the significance threshold of 0.05, indicating that the regression residuals were normally distributed. Consequently, the normality assumption required for multiple linear regression analysis was fulfilled.

The multicollinearity test was subsequently performed using tolerance and variance inflation factor (VIF) values. Both independent variables, organizational culture and organizational commitment, produced a Tolerance value of 0.607, which was greater than the minimum acceptable value of 0.10, and a VIF value of 1.648, which was substantially lower than the critical value of 10.00. These findings indicate that no multicollinearity existed between the independent variables, suggesting that each variable contributed unique explanatory information to the regression model.

The heteroscedasticity assumption was assessed using the Glejser test. The results revealed that the significance values of all independent variables exceeded 0.05, indicating the absence of heteroscedasticity. Therefore, the variance of the residuals remained constant across observations, satisfying the homoscedasticity assumption. Based on the results of the normality, multicollinearity, and heteroscedasticity tests, the

regression model met all classical assumptions and was considered to satisfy the Best Linear Unbiased Estimator (BLUE) criteria, making it appropriate for subsequent hypothesis testing. Following confirmation that all assumptions had been satisfied, multiple linear regression analysis was conducted to examine the effects of organizational culture and organizational commitment on employee work productivity. The summary of the regression analysis is presented in Table 1.

Table 1 multiple linear regression analysis results

Hypothesis	Coefficient	t-count	Sig.
(Constant)	4.429	1.411	0.162
H1: organizational culture (X1) → work productivity (Y)	0.369	7.688	0.000
H2: organizational commitment (X2) → work productivity (Y)	0.490	10.012	0.000
F-count		210.921	0.000
Adjusted R ²			0.842

Source: primary data processed

Based on the regression coefficients presented in Table 1, the estimated multiple linear regression equation is expressed as follows: $Y = 4.429 + 0.369X_1 + 0.490X_2 + e$, where Y represents employee work productivity, X1 denotes organizational culture, X2 represents organizational commitment, and e is the error term. The constant value of 4.429 indicates the estimated level of employee work productivity when both independent variables are assumed to remain constant. The regression coefficient of 0.369 for organizational culture indicates that a one-unit increase in organizational culture is associated with an increase of 0.369 units in employee work productivity, assuming organizational commitment remains constant. Similarly, the regression coefficient of 0.490 for organizational commitment indicates that every one-unit increase in organizational commitment is predicted to increase employee work productivity by 0.490 units, holding organizational culture constant. Since both coefficients are positive, the regression model demonstrates that improvements in organizational culture and organizational commitment are associated with higher levels of employee productivity.

The first hypothesis (H1) proposed that organizational culture positively influences employee work productivity. The regression results indicate a t-value of 7.688, which exceeds the critical t-table value of 1.991, with a significance value of 0.000, which is lower than the significance level of 0.05. These findings indicate that organizational culture exerts a positive and statistically significant effect on employee work productivity (H1 is accepted). The second hypothesis (H2) proposed that organizational commitment positively influences employee work productivity. The analysis produced a t-value of 10.012, which is substantially greater than the critical t-table value of 1.991, accompanied by a significance value of 0.000, well below 0.05. These results demonstrate that organizational commitment has a positive and statistically significant effect on employee work productivity (H2 is accepted). Furthermore, comparison of the standardized regression coefficients shows that the regression coefficient of organizational commitment (0.490) is greater than that of organizational culture (0.369), indicating that organizational commitment contributes more strongly to explaining variations in employee work productivity within PT. Kurnia Junjung Perkasa.

The simultaneous effect of organizational culture and organizational commitment on employee work productivity was examined using the F-test. As shown in Table 1, the regression model produced an F-value of 210.921, which is substantially

higher than the critical F-table value of 3.12, with a significance value of 0.000, indicating that the model is statistically significant. These findings demonstrate that organizational culture and organizational commitment jointly influence employee work productivity. Consequently, confirming that both independent variables simultaneously explain significant variations in employee productivity.

Finally, the explanatory power of the regression model was evaluated using the Adjusted Coefficient of Determination (Adjusted R^2). The analysis yielded an Adjusted R^2 value of 0.842, indicating that 84.2% of the variance in employee work productivity can be explained jointly by organizational culture and organizational commitment. The remaining 15.8% of the variance is attributable to other variables not included in the present model, such as compensation, leadership style, employee motivation, work environment, job satisfaction, training, or other organizational factors. The high Adjusted R^2 value suggests that the proposed regression model possesses substantial explanatory capability in predicting employee work productivity at PT. Kurnia Junjung Perkasa.

Effect of organizational culture on employee work productivity

The findings of this study indicate that organizational culture has a positive and significant influence on employee work productivity at PT. Kurnia Junjung Perkasa. This result demonstrates that a stronger organizational culture is associated with higher levels of employee productivity. Organizational culture serves not merely as a collection of organizational values but also as a behavioral framework that guides employees in carrying out their daily responsibilities. When employees share common values, understand organizational expectations, and adhere to established norms, they are more likely to work in a coordinated, disciplined, and efficient manner. Consequently, organizational culture becomes an important organizational resource that supports the achievement of productivity targets. The findings further suggest that organizational culture functions as a mechanism for shaping employees' work behavior. A culture characterized by teamwork, result orientation, responsibility, and effective communication encourages employees to collaborate more effectively, minimize work errors, and complete assigned tasks according to organizational standards. Conversely, weak cultural implementation may lead to inconsistent work practices, poor coordination, and reduced operational efficiency. Therefore, the influence of organizational culture extends beyond creating a positive work environment to directly affecting employees' work performance and productivity.

These findings are consistent with previous studies conducted by Abane et al., (2022); Nzuva & Kimanzi (2022); Iskanto (2023), which concluded that organizations possessing strong organizational cultures tend to achieve higher employee productivity. These studies emphasize that shared organizational values create behavioral consistency among employees, strengthen teamwork, and improve organizational effectiveness. Nevertheless, the present findings differ from those reported by Nurlina (2022), who found that organizational culture did not significantly influence employee productivity. These differences indicate that the influence of organizational culture is highly dependent upon organizational context. Differences in organizational characteristics, managerial systems, operational complexity, and the degree to which employees internalize organizational values may explain why organizational culture exerts varying levels of influence across different sectors.

The present findings are strongly supported by organizational behavior theory, which explains that employee behavior is influenced by interactions between

organizational systems and individual attitudes (Bankins et al., 2024). Within this theoretical perspective, organizational culture represents an organizational system that establishes shared norms, values, and behavioral expectations. Employees continuously interact with this organizational environment, and these interactions shape their attitudes and work behavior. Consequently, employees who clearly understand organizational values are more likely to demonstrate discipline, cooperation, responsibility, and commitment toward achieving organizational objectives. This explanation is consistent with Yang & Mostafa (2024), who argue that organizational culture creates organizational identity, strengthens employee commitment, stabilizes the organizational system, and serves as an informal mechanism for directing employee behavior. Therefore, organizational culture contributes to improved productivity because it encourages employees to perform their work consistently and efficiently in accordance with organizational expectations.

The empirical conditions observed at PT. Kurnia Junjung Perkasa further support this theoretical explanation. As a company operating in labour-supply and rental-unit support services, organizational success depends heavily on effective coordination, compliance with operational procedures, teamwork, and timely task completion. Such operational characteristics require employees to share common work values and demonstrate consistent work behavior. The preliminary observations indicating fluctuations in productivity and varying adaptation to organizational changes suggest that the implementation of organizational culture remains an important managerial challenge. Although organizational values have been established, continuous efforts are required to ensure that these values are fully understood, accepted, and practiced by employees in their daily activities.

These findings provide several important practical implications. Management should view organizational culture as a strategic asset rather than merely a formal organizational concept. Efforts to strengthen organizational culture should include consistent communication of organizational values, leadership role modeling, employee orientation programs, regular internalization of organizational values, teamwork development, and recognition systems that reward behaviors aligned with the desired organizational culture. By consistently reinforcing organizational values, management can create a work environment that encourages collaboration, accountability, discipline, and continuous performance improvement.

Based on these findings, future organizational initiatives should focus on strengthening the implementation of organizational culture throughout all organizational levels. Future research is also encouraged to investigate additional variables that may explain how organizational culture influences productivity, such as employee engagement, organizational citizenship behavior, leadership style, organizational learning, and job satisfaction. Examining these factors may provide a more comprehensive understanding of the mechanisms through which organizational culture contributes to employee productivity.

Effect of organizational commitment on employee work productivity

The findings of this study indicate that organizational commitment has a positive and significant influence on employee work productivity. This result suggests that employees who possess stronger commitment toward their organization tend to demonstrate higher levels of productivity. Organizational commitment reflects employees' emotional attachment, loyalty, willingness to contribute, and intention to remain within the organization. Employees who strongly identify with organizational

goals generally exhibit greater responsibility, persistence, and initiative in completing their work, thereby enabling them to achieve better performance outcomes.

The findings also indicate that organizational commitment represents one of the most influential psychological factors affecting employee productivity. Employees with strong organizational commitment are more willing to devote their energy, skills, and effort to organizational success because they perceive organizational achievements as part of their own accomplishments. Such employees are also more likely to maintain consistent performance when facing operational challenges, adapt to organizational changes, cooperate with colleagues, and voluntarily contribute beyond their formal job responsibilities. Consequently, organizational commitment serves as an internal motivational force that supports sustained employee productivity.

The present findings are consistent with previous studies conducted by Goetz & Wald (2022); Sutarman (2022); C.-J. Wang (2022); Damayanti & Darmawan (2025), all of which concluded that organizational commitment positively influences employee productivity. The consistency of these findings across different organizational sectors indicates that organizational commitment is a stable and universal predictor of employee productivity. Regardless of differences in organizational characteristics, employees who exhibit stronger commitment consistently demonstrate better work performance and contribute more effectively to organizational objectives.

The findings are further explained by organizational behavior theory, which emphasizes that employees' attitudes and psychological states significantly influence their workplace behavior and organizational performance (Hemsworth et al., 2026). Organizational commitment represents one of the key employee attitudes that determines the extent to which individuals are willing to invest their efforts in achieving organizational goals. This explanation is reinforced by the organizational commitment model, which conceptualizes commitment as comprising affective commitment, continuance commitment, and normative commitment (Todorović et al., 2024). Employees who are emotionally attached to the organization, recognize the benefits of remaining organizational members, and feel morally responsible for contributing to organizational success are more likely to demonstrate productive work behavior. Therefore, organizational commitment becomes an important psychological mechanism linking employee attitudes with organizational performance.

The conditions observed at PT. Kurnia Junjung Perkasa provide further support for this explanation. The company's operational activities require employees to work under demanding schedules while maintaining service quality and operational reliability. Under such circumstances, employees with stronger organizational commitment tend to exhibit greater discipline, stronger responsibility, and higher willingness to complete assigned tasks despite changing work demands. Their commitment enables them to maintain productivity even when confronted with operational pressures, making organizational commitment an essential organizational resource for sustaining performance.

The findings of this study imply that strengthening employee commitment should become one of the organization's strategic priorities. Management should create organizational policies that foster trust, fairness, employee participation, career development opportunities, transparent communication, recognition of employee contributions, and supportive leadership practices. These initiatives are expected to strengthen employees' emotional attachment to the organization while encouraging greater willingness to contribute toward organizational success. Building organizational

commitment should therefore be viewed as a long-term investment in organizational sustainability rather than a short-term human resource intervention.

Future organizational efforts should concentrate on developing comprehensive human resource management practices that continuously strengthen employee commitment throughout the employment lifecycle. In addition, future studies should examine other psychological and organizational factors that may interact with organizational commitment, including organizational justice, psychological empowerment, employee engagement, transformational leadership, work motivation, and job satisfaction. Such investigations will provide a broader understanding of how organizational commitment contributes to sustainable improvements in employee productivity across different organizational contexts.

Conclusions

This study concludes that organizational culture and organizational commitment are important determinants of employee work productivity at PT. Kurnia Junjung Perkasa. The findings demonstrate that organizational culture has a positive influence on employee productivity by fostering shared values, encouraging teamwork, strengthening work discipline, and guiding employee behavior toward the achievement of organizational objectives. Organizational commitment also positively influences employee productivity by strengthening employees' emotional attachment, loyalty, and willingness to contribute to organizational success. Furthermore, organizational commitment emerged as the more dominant factor in explaining employee productivity, indicating that employees' psychological attachment to the organization plays a particularly important role in sustaining productive work behavior. Simultaneously, organizational culture and organizational commitment jointly contribute to improving employee productivity, supporting the proposition of organizational behavior theory that organizational systems and employee attitudes interact to shape workplace behavior and organizational outcomes.

The findings provide both theoretical and practical contributions. Theoretically, this study enriches the organizational behavior literature by providing empirical evidence that organizational culture and organizational commitment jointly explain employee work productivity within the context of labour-supply and rental-unit support services, a sector that has received relatively limited scholarly attention. The study also reinforces the applicability of organizational behavior theory in explaining how organizational systems and employees' psychological attachment collectively influence productivity. Practically, the findings offer useful guidance for the management of PT. Kurnia Junjung Perkasa in formulating human resource policies aimed at strengthening organizational culture and enhancing employee commitment as strategic approaches to improving organizational productivity. Nevertheless, this study has several limitations. The research was conducted within a single company, limiting the generalizability of the findings to other organizational contexts. In addition, the study employed a cross-sectional design, which captures relationships among variables at only one point in time, and examined only two explanatory variables, whereas other organizational and individual factors may also influence employee productivity.

Based on these limitations, future research is encouraged to expand the scope of investigation by involving organizations from different industrial sectors and geographical regions to improve the generalizability of the findings. Future studies may also adopt longitudinal research designs to examine changes in organizational culture, organizational commitment, and employee productivity over time. Furthermore,

incorporating additional variables such as leadership style, work motivation, job satisfaction, employee engagement, organizational justice, compensation, work environment, or organizational citizenship behavior may provide a more comprehensive understanding of the factors influencing employee productivity. Such efforts are expected to strengthen the development of organizational behavior theory while providing broader practical recommendations for improving human resource management and organizational performance.

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