

**THE INFLUENCE OF ORGANIZATIONAL CLIMATE,
COMPENSATION AND COMPETENCE ON WORK PRODUCTIVITY
OF PT. JISS INDONESIA SEJAHTERA REGION JAKARTA**

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Abstract

In the current business landscape, organizations recognize that their success and sustainability are intricately tied to the performance and productivity of their employees. As such, numerous factors contribute to shaping employee productivity, including the organizational climate, compensation structures, and employee competence. This study aims to determine the effect of organizational climate, compensation and competence on the work productivity of employees of PT JISS Indonesia Sejahtera Jakarta area. This study was conducted for 3 months from June 2023 to August 2023. The research method used is the survey method with a sample size of 195 respondents chosen from a population of 382 employees through the application of the Slovin formula. All data were collected as primary data and processed utilizing SPSS version 26.0, followed by data analysis encompassing tests to validate the classical assumptions. Multicollinearity tests demonstrated tolerances and VIF values falling within acceptable ranges, thus confirming the absence of multicollinearity. The heteroscedasticity test indicated homoscedasticity for the variables. Multiple linear regression revealed a model linking organizational climate, compensation, and competence to work productivity. Hypothesis tests indicated that the combined influence of these factors was statistically significant, with t-tests confirming individual positive influences. The coefficient of determination indicated that 72.8% of work productivity variability can be attributed to organizational climate, compensation, and competence, while the remaining 27.2% is influenced by unexamined variables.

Keywords: *Compensation, Competence, Organizational Climate, Work Productivity*

1. INTRODUCTION

Human resources or workforce usually becomes one of the crucial factors in both goods and services industries. In economics, human resources are classified as economic resources or production factors. Being a pivotal element, labour encounters intricate challenges in the millennial era. Prioritizing the best ideas, rejuvenating innovations, comprehending technology well, and upholding the current workforce quality are highly demanded today.

Workforce also defines a company's objectives as it aligns the achievement of its mission and vision according to the hierarchy within the company. The company's goals are often measured through outcomes, whether in the form of goods or services. The Indonesian Manpower Law Number 13 of 2003 is in place to regulate and protect employment in Indonesia. This consideration is vital for both employers and employees to comprehend the Manpower Law. To maximize outcomes in industrial activities, work productivity from employees within a company is crucial. According to researchers,

employees' work productivity factors are essential to assess efficiency and profits generated for the company. Furthermore, work productivity factors also determine employees' performance and achievements for continuous self-development.

According to Widodo (2015), one approach for companies to withstand fierce competition is by boosting work productivity. Essentially, productivity is a mental attitude with the perspective that the quality of tomorrow's life must be better than yesterday and today. Productivity entails a comparison between achieved outcomes and the total resources utilized Safitri (2023). Through work productivity, especially for employees, human resources can be aligned with other resources. Optimal work productivity is essential for every company, especially those in the security services sector, like PT. JISS Indonesia Sejahtera. Companies in the service sector heavily depend on their human resources due to their pivotal roles and abilities. An example of a service company relying on its human resources is PT. JISS Indonesia Sejahtera.

The description of the low work productivity of PT JISS Indonesia Sejahtera employees is caused by several factors, namely: internal environment that is considered less supportive, compensation that is still not felt by employees and the lack of competencies that must be owned by security, namely service excellence. There are 30 security employees of PT JISS Indonesia Sejahtera who have filled out a statement questionnaire indicating the low level of work productivity of PT JISS Indonesia Sejahtera. Based on the data from PT. JISS Indonesia Sejahtera, it can be concluded that the work productivity in the company is still suboptimal, with only a small percentage of employees (48%) reporting experiencing work productivity. The company's work productivity target for the past three months, from March to May 2023, was 58 prospective security personnel, yet the actual achievement was 38 personnel.

Work productivity is not merely about maximizing outcomes in terms of goods or services; it also signifies employees' dedication in achieving the company's vision. Factors influencing work productivity, as stated by Sari (2017), include organizational climate, compensation, work motivation, job satisfaction, competence, work experience, and placement. Out of the factors of work productivity, the researcher observed employees at PT. JISS Indonesia Sejahtera, with 30 respondents, to identify the factors strongly influencing work productivity.

The results showed that the strongest factors were organizational climate (40%), compensation (30%), and competence (33.3%). Thus, the examined variables in this study for their impact on work productivity were organizational climate, compensation, and competence. Interview results revealed that employees perceived the organizational climate, compensation, and competence at PT. JISS Indonesia Sejahtera as suboptimal. Organizational climate was generally positive, but communication with peers and superiors remained somewhat awkward. The company needs to address this communication issue, as superiors often hesitate to involve employees in problem-solving.

Each company has its distinct policies regarding communication and conflict resolution, which often arise in the workplace. To achieve targets, alignment of ideas and opinions among company members is necessary, as well as enhancing communication between members and superiors. Hence, the organizational climate significantly influences employee work productivity.

Creating a harmonious organizational climate within a company stands as a pivotal factor in fostering employee productivity. While work oriented towards quantitative and

qualitative targets is important, it must be complemented by a genuine appreciation of employees through provisions like adequate facilities, fair compensation, and bonuses for work beyond regular hours. Failing to incorporate these aspects of employee appreciation can significantly hinder work productivity and subsequently influence the outcomes to be attained. Hence, compensation emerges as a pivotal component exerting a substantial impact on employee productivity.

For any job performed by human resources in any field, considering the competence possessed by the employee is vital. Increased competence directly correlates with increased work productivity. If competence is minimal and does not match the required composition, especially for service companies, it will adversely impact the company. Therefore, competence significantly affects employee work productivity. Based on interviews with PT. JISS Indonesia Sejahtera, the company strives to enhance employee work quality by improving their competence. Organizational climate is also essential for employee comfort, allowing them to maximize targeted productivity. Existing policies should be reviewed to ensure a positive organizational climate within the company.

Compensation is a very important factor for employee work productivity because it is an appreciation and enthusiasm for them to carry out the targets set in the company in order to maximize the results achieved with quality. The compensation obtained must also be balanced with what they do and produce for the company. Thus, if these two factors can be fulfilled, then employee productivity in the company can also increase over time. Competence is also a very important aspect for employee work productivity because it is one of the concerns of consumers, aka vendors, for the quality of human resources that companies sell for their high value. If the individual meets the physical requirements, has completed Education and Training, commonly referred to as *Gada Pratama* (basic training), and possesses the appropriate attitude to become an employee at PT JISS, then the resultant work productivity will align with the employee's competence.

Based on the background, observations, and interviews conducted, this research aims to obtain valid and reliable empirical knowledge regarding the influence of organizational climate, compensation, and competence on work productivity. By delving into the intricacies of how these variables interplay and impact employee performance within PT. JISS Indonesia Sejahtera of the Jakarta area, the research aspires to not only shed light on the specific dynamics of this organizational context but also to contribute to the broader understanding of the complex relationship between workplace environment, compensation structures, employee skills, and their collective impact on overall productivity.

2. LITERATURE REVIEW

2.1. Work Productivity

According to Sumajow et al. (2018), work productivity is the ratio between output and input, where output should have added value and improved work techniques. Furthermore, according to Panjaitan (2017), in order to measure work productivity, indicators such as abilities, improving achieved results, work enthusiasm, self-development, quality, and efficiency are needed.

Wahyuningsih (2018) also defines work productivity as a measure of an individual's work results or performance, with input processes as inputs and outputs as outcomes,

which serves as an indicator of employee performance in determining efforts to achieve high productivity in an organization. While according to Adnan & Saragih (2019), productivity can be measured in several aspects, including abilities, increasing achieved results, work enthusiasm, self-development, quality, and efficiency.

2.2. Organizational Climate

According to Astri & Zahreni (2017), organizational climate refers to the overall quality of the environment within an organization. Organizational climate can be described using adjectives such as open, lively, relaxed, informal, cold, impersonal, hostile, rigid, and closed. Furthermore, according to Fahrurrozziq et al. (2019), "Organizational climate refers to the shared perception organizational members have about their organization and work environment." This means that organizational climate refers to the collective perception held by organization members about their organization and work environment. According to Sofyanty (2019), dimensions of organizational climate are also divided into several aspects, including a sense of responsibility, standards or expectations about job quality, rewards, a sense of camaraderie, and team spirit.

2.3. Compensation

According to Sunarsi (2019), compensation can be defined as something received by employees as a reward for their work. Furthermore, according to Nelwan et al. (2019), compensation is something received by every employee, whether in the form of money or non-monetary benefits, as a reward for the efforts they contribute to the organization. According to Yudanegara et al. (2017), compensation is all income in the form of money, direct or indirect items, received by employees as a reward for the services they provide to the company.

Halim & Andreani (2017) mention that compensation can be measured in terms of satisfaction with salary, facilities, and benefits. According to Wahyuni (2017), compensation can also be measured in terms of satisfaction with salary, facilities, and benefits. Furthermore, Daniati & Mujiati (2018) stated that compensation can also be measured in several ways, namely: job demands, skill levels, awards, employees in other organizations and salary suitability. Based on the three theories above, it can be synthesized that the compensation indicators used in this study are income (salary, incentives and allowances), facilities and rewards.

2.4. Competence

According to Ardiansyah & Sulistiyowati (2018), competence is an ability based on skills and knowledge, supported by work attitude and its application in carrying out tasks and work in the workplace, referring to job requirements set. Furthermore, according to Mulia & Saputra (2021), competence is an ability to perform a job or task, based on skills and knowledge, supported by work attitude required by the job. According to Abdi & Wahid (2018), competence encompasses various technical and non-technical factors, personality and behavior, soft skills and hard skills, and is often used as an aspect assessed by many companies to recruit employees into the organization. Additionally, according to Subiantoro et al., (2020), it is something underlying an individual's quality related to the outcomes achieved in a task.

3. RESEARCH METHODS

The research method employed in this study is a survey method with a correlational approach. Population refers to a group of subjects possessing specific characteristics chosen by the researcher in line with the research needs. The research subject's characteristics encompass all employees of PT. JISS Sejahtera Indonesia in the Jakarta area, totaling 382 employees. The researcher utilized Probability Sampling for the sample selection, employing Strata Random Sampling as the sampling technique. The sample size was determined using the Isaac Micheal table with a 5% margin of error. The researcher calculated the minimum sample size that fulfills the 5% margin of error criterion by incorporating it into the Slovin's formula. Employing the Isaac Micheal table, the sample size was derived from the accessible population of 382, resulting in 195 respondents. Specifically, 88 employees were selected from South Jakarta, 27 from West Jakarta, 46 from Central Jakarta, and 34 from North Jakarta.

This study investigates four variables: Organizational Climate (X1), Compensation (X2), Competence (X3), and Work Productivity (Y). The research employs primary data and falls within the realm of quantitative research. Data collection involves the use of a questionnaire method, with Likert scale measurement. Likert scale entails multiple statements used to gauge individual behavior, with responses rated on a 5-point scale: strongly agree, agree, neutral, disagree, and strongly disagree. The data analysis technique employed is the Statistical Package for Social Science (SPSS) version 26, using regression model parameter estimation. The obtained regression equation is then subjected to regression testing to approximate the real-world scenario.

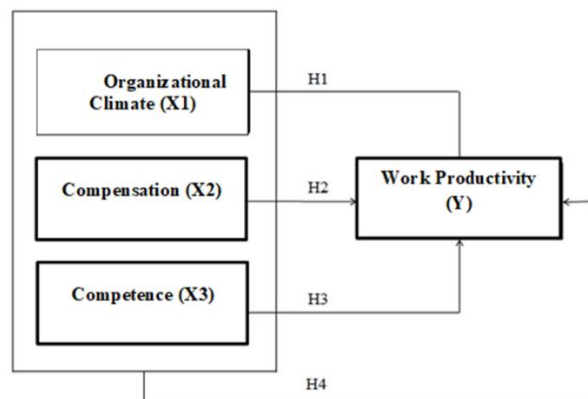


Figure 1. Constellation of Relationships Between Variables

Hypothesis:

- There is a positive and significant influence between organizational climate on work productivity.
- There is a positive and significant influence between compensation on work productivity.
- There is a positive and significant influence between competence on work productivity.
- There is a positive and significant influence between organizational climate, compensation and competence on work productivity.

4. RESULTS AND DISCUSSION

4.1. Research Result

4.1.1. Data Description

In this study using respondents, namely outsourcing employees of PT JISS Indonesia Sejahtera DKI Jakarta area as many as 195 respondents.

Table 1. Respondent Profile

Inquiry	Options	Total	Number of Respondents	Percentage
Gender	Male	162	195	83,08%
	Female	33		16,92%
Education Background	Below high school Equivalent	33	195	16,92%
	Senior high school / vocational high school	74		37,95%
	Diploma	22		11,28%
	Bachelor	66		33,85%
Age	Under 20 years old	13	195	6,67%
	20 - 30 years	170		87,18%
	31 - 40 years	12		6,15%
	Above 40 years	0		0%
Length of Working	Under 6 months	1	195	0,51%
	6 - 12 months	20		10,26%
	13 - 18 months	159		81,54%
	19 - 24 months	12		6,15%
	Above 24 months	3		1,54%
Position	Aschief	2	195	1,03%
	Danru	8		4,1%
	Member	185		94,87%

According to Table 1, it can be observed that female respondents account for 16.92%, while male respondents make up 83.08% of the employees. This indicates that the respondents of this study are predominantly male, followed by female respondents. Additionally, the educational background of the employees reveals that the majority hold an equivalent of Senior High School (SMA/SMK) education at 37.95%, followed by Bachelor's degrees at 33.85%, Below high school level at 16.92%, and Diplomas at 11.28%.

Moving on to the third column, it displays the distribution of respondents' ages. The percentage of those under 20 years old is 6.67%, those between 20 to 30 years old are 87.18%, those aged 31 to 40 are 6.15%, and those above 40 are 0%. This data indicates that many employees are within the productive age range. Subsequently, in the fourth column, the data reveals the distribution of respondents' length of employment. Those with less than 6 months of employment are 0.51%, 6 to 12 months are 10.26%, 13 to 18 months are 81.54%, 19 to 24 months are 6.15%, and above 24 months are 1.54%. Lastly,

the final column illustrates the distribution of respondents' positions. The distribution shows that Assistant Chiefs account for 1.03%, Team Leaders (Danru) for 4.1%, and Members for 94.87%.

4.1.2. Validity Test

Based on the preliminary test findings, 3 out of 21 statements related to the organizational climate variable that were subjected to validity testing had to be eliminated due to their lack of validity or not meeting the required criteria with a critical value (r-table) of 0.361. Consequently, 18 valid statements related to the organizational climate variable were deemed usable. Likewise, 3 out of 17 statements related to the compensation variable that underwent validity testing were excluded due to their lack of validity or failure to meet the criteria with a critical value (r-table) of 0.361.

This resulted in 14 valid statements related to the compensation variable that were considered usable. Among the tested competency statements, 10 were validated and met the criteria with a critical value (r-table) of 0.361. Hence, 10 valid statements related to competence were considered usable. Similarly, 2 out of 20 statements related to the competence variable that underwent validity testing were eliminated due to their lack of validity or not meeting the criteria with a critical value (r-table) of 0.361. This left 18 valid statements related to the competence variable that were considered usable.

4.1.3. Reliability Test

Based on the calculation results, the reliability value for the organizational climate variable was obtained at 0.965. The reliability value for the compensation variable was 0.889. The reliability value for the competence variable was 0.955. Additionally, the reliability value for the competency variable was 0.967. Composite reliability values were greater than 0.70, and Cronbach's alpha values were ≥ 0.60 . Thus, it can be concluded that all constructs demonstrated high or good reliability values.

4.1.4. Normality Test

Table 2. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N		195
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.41200503
Most Extreme Differences	Absolute	.060
	Positive	.060
	Negative	-.060
Test Statistic		.060
Asymp. Sig. (2-tailed)		.085 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The results of the Kolmogorov-Smirnov normality test calculation using SPSS version 26.0 show that the value (Asymp.Sig) is 0.051, where the value is greater than 0.05, it can be said that the data is normally distributed.

4.1.5. Multicollinearity Test

Table 3. Multicollinearity Test Results

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
	(Constant)	6.166	2.955		2.086	.038		
1	Organizational Climate	.177	.064	.127	2.788	.006	.689	1.451
	Compensation	.244	.060	.299	4.095	.000	.267	3.739
	Competence	.621	.087	.508	7.128	.000	.281	3.560

a. Dependent Variable: Work Productivity

From table 3 above, it can be seen that the Tolerance value of the organizational climate variable is $0.689 > 0.1$, the compensation variable is $0.267 > 0.1$ and competence is $0.281 > 0.1$ and the Variance Inflation Factor (VIF) value for the organizational climate variable is $1.451 < 10$, the compensation variable is $3.739 < 10$ and competence is $3.560 < 10$, it can be concluded that the regression model in this study does not have multicollinearity problems.

4.1.6. Heteroscedasticity Test

Table 4. Heteroscedasticity Test using Spearman's rho

		Correlations				
		Unstandardized Residual	Organizational Climate	Compensation	Competence	
Spearman's rho	Unstandardized Residual	Correlation Coefficient	1.000	.037	.059	.040
		Sig. (2-tailed)	.	.611	.415	.577
		N	195	195	195	195
	Organizational Climate	Correlation Coefficient	.037	1.000	.537**	.462**
		Sig. (2-tailed)	.611	.	.000	.000
		N	195	195	195	195
	Compensation	Correlation Coefficient	.059	.537**	1.000	.778**
		Sig. (2-tailed)	.415	.000	.	.000
		N	195	195	195	195
	Competence	Correlation Coefficient	.040	.462**	.778**	1.000
		Sig. (2-tailed)	.577	.000	.000	.
		N	195	195	195	195

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the table above, it can be seen that the significance value of Organizational Climate (X1) is $0.611 > 0.05$, the significance of Compensation (X2) is $0.415 > 0.05$ and the significance of Competence (X3) is $0.577 > 0.05$. So, it can be concluded that there is no heteroscedasticity problem in the regression model in this study.

4.1.7. F Test

Table 5. F Test Result

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3018.307	3	1006.102	170.262	.000b
Residual	1128.647	191	5.909		
Total	4146.954	194			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Competence, Organizational Climate, Compensation

Based on the table 5, it is known that the F-statistic value is 170.262. The F-table value can be seen in the statistical table with a significance level of 0.05 df 1 (number of variables - 1) or $4 - 1 = 3$ and $df 2 = m - k - 1$ (n is the number and k is the number of independent variables) or $195 - 3 - 1 = 191$. Obtained F-table value of 2.65 This means that $F\text{-statistic } 170,262 > F\text{-table } 2.65$, it can be concluded that the variables of Organizational Climate (X1), Compensation (X2) and Competence (X3) simultaneously have a significant effect on the variable Work Productivity (Y).

4.1.8. T Test

**Table 6. T Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.166	2.955		2.086	.038
1 Organizational Climate	.177	.064	.127	2.788	.006
Compensation	.244	.060	.299	4.095	.000
Competence	.621	.087	.508	7.128	.000

a. Dependent Variable: Work Productivity

Based on the table 6, it is known that the t-test value for the organizational climate variable is 3.883, and the t-table value can be found in the significance level t-distribution table using the formula $t\text{-table} = [(a/2)(n - k - 1)]$ or $[(0.0025)(191)]$. The obtained t-table value is 1.97246, thus it is evident that the t-statistic test value of $2.788 >$ the t-table value of 1.97246, resulting in the rejection of the null hypothesis (Ho). It can be concluded that the Organizational Climate variable (X1) has a positive and significant influence on the Work Productivity variable (Y).

Furthermore, the t-test value for the compensation variable is 4.095, and the t-table value can be found in the significance level t-distribution table using the formula $t\text{-table} = [(a/2)(n - k - 1)]$ or $[(0.0025)(191)]$. The obtained t-table value is 1.92746, indicating that the t-statistic test value of $4.095 >$ the t-table value of 1.92746, leading to the rejection of the null hypothesis (Ho). It can be concluded that the Compensation variable (X2) has a positive and significant influence on the Work Productivity variable (Y).

Next, the t-test value for the competence variable is 7.128, and the t-table value can be found in the significance level t-distribution table using the formula $t\text{-table} = [(a/2)(n - k - 1)]$ or $[(0.025)(191)]$. The obtained t-table value is 1.92746, indicating that the t-statistic test value of $7.128 >$ the t-table value of 1.92746, leading to the rejection of the null hypothesis (Ho). It can be concluded that the Competence variable (X3) has a positive and significant influence on the Work Productivity variable (Y).

4.1.9. Coefficient of Determination

Table 7 Coefficient of Determination Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.724	2.431

a Predictors: (Constant), Competence, Organizational Climate, Compensation

b. Dependent Variable: Work Productivity

Based on the output of the summary model table above, it can be seen that the R square value or the influence between Organizational Climate, Compensation and Competence on Work Productivity is a moderate relationship (strong enough) because the value is in the range of 0.728. Then the percentage contribution of the Organizational Climate, Compensation and Competence variables to explain the Work Productivity variable together or simultaneously is 72.8%, while the remaining 27.2% is influenced by other variables not examined.

4.2. Discussion

4.2.1. Influence of Organizational Climate on Work Productivity

Based on the results of the hypothesis testing analysis, the t-statistic test value is $2.788 >$ the t-table value of 1.92746, indicating the rejection of the null hypothesis (Ho). This signifies that the Organizational Climate variable (X1) has a positive and significant influence on the Work Productivity variable (Y). This outcome aligns with hypothesis 1, which posits a direct and positive influence between organizational climate and work productivity. Furthermore, this result implies that higher levels of organizational climate perceived by employees correspond to higher levels of work productivity. Conversely, if the perceived organizational climate is lower, work productivity tends to decrease.

4.2.2. Influence of Compensation on Work Productivity

Based on the results of the hypothesis testing analysis, the t-statistic test value is $4.095 >$ the t-table value of 1.92746, leading to the rejection of the null hypothesis (Ho). This indicates that the Compensation variable (X2) has a positive and significant

influence on the Work Productivity variable (Y). This finding supports hypothesis 2, asserting a direct and positive influence between compensation and work productivity. Moreover, this result suggests that higher levels of compensation received by employees correspond to higher levels of work productivity. Conversely, lower compensation levels are associated with decreased work productivity.

4.2.3. Influence of Competence on Work Productivity

Based on the results of the hypothesis testing analysis, the t-statistic test value is $7.128 >$ the t-table value of 1.92746, signifying the rejection of the null hypothesis (H_0). This indicates that the Competence variable (X3) has a positive and significant influence on the Work Productivity variable (Y). This outcome supports hypothesis 3, proposing a direct and positive influence between competence and work productivity. Additionally, this result implies that higher levels of competence acquired by employees correspond to higher levels of work productivity. Conversely, lower competence levels are associated with decreased work productivity.

4.2.4. Influence of Organizational Climate, Compensation, and Competence on Work Productivity

Based on the results of the hypothesis testing analysis, the F-statistic value is $170.262 >$ the F-table value of 2.65, leading to the conclusion that the variables of organizational climate, compensation, and competence collectively and significantly influence work productivity. This aligns with hypothesis 4, stating a direct and positive influence between organizational climate, compensation, and competence on work productivity. Furthermore, this result suggests that higher levels of organizational climate, compensation, and competence perceived by employees correspond to higher levels of work productivity.

5. CONCLUSION

The research concludes that there is a positive and significant impact of Organizational Climate (X1), Compensation (X2), and Competence (X3) on Employee Work Productivity (Y). This implies that a better organizational climate, higher compensation, and enhanced competence lead to increased employee work productivity. Conversely, lower levels of organizational climate, compensation, and competence are associated with decreased work productivity. Additionally, this study could serve as a foundation for future research by exploring supplementary variables that could influence work productivity.

Specifically, the research found that a positive organizational climate fosters higher work productivity. Employees who perceive a better organizational climate tend to exhibit greater productivity. Similarly, compensation was identified as a vital factor; employees receiving higher compensation demonstrate heightened work productivity compared to those with lower compensation levels. Furthermore, competence was found to play a pivotal role in work productivity; employees with higher levels of competence exhibit higher productivity levels than those with lower competence. The collective analysis of these variables - Organizational Climate (X1), Compensation (X2), and Competence (X3) - underscores their combined influence on work productivity (Y). The

research establishes that organizations should aim to enhance these aspects to cultivate a more productive workforce. This study's findings provide valuable insights for organizations seeking to optimize their internal dynamics to improve overall productivity.

To enhance work productivity, it is recommended that PT JISS Indonesia Sejahtera's management focus on and consistently develop the established productivity factors, namely organizational climate, compensation, and employee competence. To improve the organizational climate, efforts should be directed towards cultivating a positive work culture, promoting employee involvement in decision-making, and strengthening communication and teamwork. Regarding compensation, the company should regularly assess compensation policies and offer incentives aligned with individual and team performance. Furthermore, PT JISS Indonesia Sejahtera could implement training and development initiatives designed to enhance employee skills and knowledge relevant to their respective roles.

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