

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK COMPETENCE, AND CAREER DEVELOPMENT ON EMPLOYEE PRODUCTIVITY OF PT. ZONA KARYA MENDUNIA IN SUKOHARJO

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Abstract: *Employee productivity plays an important role in the company, in order to continue to increase, the human resources owned must have a good organizational culture, adequate competence, and continue to develop themselves to be highly competitive. This study examines the influence of organizational culture, work competence, and career development on the productivity of PT. Zona Karya Mendunia is worldwide both partially and simultaneously. The population in this study amounted to 55 people. Data collection techniques use questionnaire instruments that have been tested for validity, reliability, normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests. The analysis tool used is multiple linear regression. Based on the results of the analysis showed that partially the organizational culture variable obtained a calculated t value of 5.241 greater than t table 2.007, so that H0 was rejected and H1 was accepted. The variable work competence obtained t count 1.113 smaller than t table 2.007. so H0 is accepted and H1 is rejected. The career development variable obtained a calculated t value of 1.093 smaller than t table 2.007, so that H0 was accepted and H1 was rejected. While in the simultaneous F test, the variables of organizational culture, work competence, and career development on employee productivity obtained a calculated F value of 56.296 and a significance value of 0.000 which turned out to be smaller than the degree of freedom used which was 0.05 ($0.000 < 0.05$), so that H0 was rejected and H1 was accepted. The conclusion of this study shows that organizational culture partially has a positive effect on employee productivity, while work competence and career development partially have no effect on the productivity of PT. Zona Karya Mendunia employees. Worldwide Work Zone in Sukoharjo. As for the results of research consisting of organizational culture, work competence, and career development together (simultaneously) have a significant effect on employee productivity at PT. Zona Karya Mendunia in Sukoharjo.*

Keywords: *Organizational culture, work competence, career development, employee productivity.*

INTRODUCTION

Human resources are one of the most important elements in organizations, where every organization is managed and filled by humans. Without humans, the organization does not exist. So human resources are important assets in facing global competition. Every individual in the organization must have differences that should get special attention in order to be able to contribute to optimizing their potential. Challenges and opportunities in optimizing the potential of human resources are able to create organizations that have high competitiveness. The better the quality of

human resources owned, the better the quality achieved, and vice versa. So the competitiveness of quality and productive human resources has an important role in achieving the goals of the organization.

According to (Sunyoto, 2012) Human assets are potentials whose existence is inherent in a person both physically and non-physically, such as intelligence, knowledge, skills, interpersonal relationships and attitudes which if developed professionally will be able to increase effectiveness and efficiency in work, so that existing human resources have high productivity in achieving the goals set by the company.

Employee productivity in a company has a large contribution to the success of the company's business targets effectively and efficiently, according to (Sundjoto, 2023) Employee involvement is very important in increasing work productivity. In terms of making a decision, employees need to be involved by the company to play a role so that they feel ownership and able to maintain a conducive and contributive work environment. Employee productivity results from what is done in accordance with their duties and responsibilities. According to (Cipta, Guruh Hendra., Nasution, 2019) To achieve the targets set by the company, employees must have a positive mental attitude and today's work principles must be better than yesterday and tomorrow must be better than today.

Employee productivity will continue to increase if the company's human resources have a tough mental attitude, adequate competence, high motivation in working and continue to develop themselves to have high competitiveness. According to (Syaifullah, A., & Malik, 2017) Human resources that are able to achieve competitive advantage are human resources that continue to be facilitated to continue to grow while still referring to HR management in the company.

Human resource productivity in our country is still low, where the level of productivity is relatively poor when compared to Malaysia and Thailand. The cause of the difficulty in increasing the productivity of Indonesian human resources is due to the low education of job skills needed by the industrial world. The Society for Human Resource Management (SHRM), which represents 258,000 members in more than 165 countries, said the big challenge HR currently faces is talent growth and competition. They believe that the demand for qualified and trained human resources continues to increase but is not balanced with the productivity and quality of human resources that still tend to be low.

Micro, Small and Medium Enterprises (MSMEs) play an important role in the Indonesian economy. MSMEs contribute around 60% to the Gross Domestic Product (GDP) and absorb around 97% of the national workforce. However, MSMEs also face various problems that hinder the development of their business, one of the problems is HR productivity, from the lack of commitment to the vision, mission and values of the company, the low number of competent human resources and the lack of career development in the company. According to (Rahayu et al., 2015) Career development has an important role in improving the quality of employee work. In terms of career development, the potential for employee success can be seen from optimal personal growth to the achievements owned. So it will affect the position at work.

Data on the low productivity of Indonesian human resources influenced by low commitment to the importance of maintaining organizational culture in accordance with the results of research conducted by (Antariksa, Yani., 2019) That said, organizational culture has a significant influence on employee productivity. The importance of competent human resources is also able to increase productivity as the results of research conducted by (Abubakar, n.d.) and (Satria, 2013) which proves that employee competence is able to significantly affect employee productivity.

Based on the description that has been stated above, researchers are interested in conducting research entitled "The Influence of Organizational Culture, Work Competence, and Career Development on Employee Productivity of PT. Zona Karya Mendunia

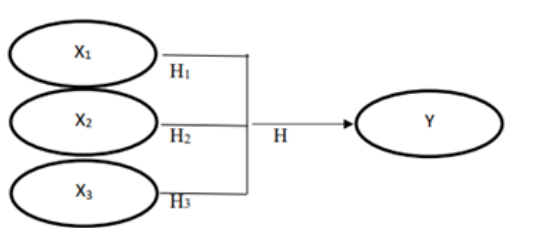
METHODOLOGISTS

This study used a quantitative approach. According to (Sugiyono, 2017) The quantitative approach is a specific, systematic, planned, and structured approach, so it is clear from the beginning to the stage of making

research design, both about objectives, objects, samples, data sources and methodology. The subjects of this study were employees of PT. Zona Karya Mendunia with a population of 55 people. The sampling technique used is a saturated sampling technique or census because the population is less than 100. According to (Arikunto, 1998) About the way of sampling is if the population is less than 100 then the population becomes sampled. So the entire sample or respondents amounted to 55 people.

In this study there are two groups of variables, namely the independent variable (X) and the dependent variable (Y). the independent variable (predictor) includes 3 variables, namely organizational culture (X1), work competence (X2) and career development (X3). While the dependent variable (response) in this study is employee productivity (Y). This study aims to determine whether or not the influence of organizational culture variables (X1), work competence (X2) and career development (X3), either partially or together on employee productivity (Y) based on employee perception. The pattern of the relationship between the four variables is the influence of independent variables (predictors) X1, X2, and X3 on the dependent variable (response) Y can be seen in the following schematic figure:

Figure 1. Conceptual Framework



Information:

1. Effect of X1 on Y
2. Effect of X2 on Y
3. Effect of X3 on Y
4. The effect of X1, X2, and X3 together on Y

Variable Operational Definition

Organizational culture is collective values, beliefs, norms, and behaviors in the company based on innovation and risk-taking, attention to detail, result orientation both individually and in groups, aggressive attitude while maintaining stability that can be seen and felt by respondents.

Work competence is the competence possessed by respondents at work, where the work competence in question is a competence related to intellectual competence, where respondents are able to assess themselves on aspects of conceptual knowledge and understanding. While emotional and social competence is related to aspects of character, attitudes and behavior related to self and the environment.

Career development is an effort made by respondents in improving their employment status through career paths based on the number of education achieved, training followed, the process of transferring duties, promotion and the period of service that has been passed.

Employee productivity is the work productivity carried out by respondents based on their perception of work output through self-assessment of work ability, quality and quality of achieving results efficiently, trying to develop themselves effectively and remain enthusiastic in every existing condition.

Data collection techniques use questionnaires shown to obtain answers from respondents. The scale used in this study used the Likert scale. Data processing tools using SPSS.

The Likert scale used applies (four) ranges of alternative scales of answer choices (options), namely 4, 3, 2, 1 for each statement with two categories, namely positive statements and negative statements. The four ranges were given criteria of (1) weight 4, strongly agree, (2) weight 3, agree, (3) weight 2, disagree, (4) weight 1, disagree for positive statements, while negative statements are (1)

weight 1. Strongly agree, (2) weight 2, agree, (3) weight 3, disagree and (4) weight 4, disagree. The dimensions of employee attitudes revealed in this questionnaire include cognitive, affective, and conative aspects. To complete the answers to questionnaires that are still considered doubtful, interviews were also used with employees who were respondents to the study.

While statistical data analysis includes: (1) validity and reliability tests; (2) classical assumption tests; (3) multiple regression analysis (4) hypothesis test; (5) simultaneous tests, (6) coefficients of determination.

RESULTS AND DISCUSSION

Based on the presentation of the research methodology above, the results of research data analysis are explained in detail as follows:

Validity Test

The correlation coefficient (r) can be considered satisfactory or considered valid if the calculated r value is greater than 0.266 (Ghozali, 2011). The results of measuring the validity of the research instrument obtained the results of r count (Pearson Correlation) as presented in the following table:

Table 1.
Validity Test Values

Variabel	Indikator Variabel	r Hitung	r Tabel	p Value
Budaya Organisasi (X ₁)	Budaya 1	1	0,266	0,000
	Budaya 2	.567**	0,266	0,000
	Budaya 3	.781**	0,266	0,000
	Budaya 4	.842**	0,266	0,000
	Budaya 5	.800**	0,266	0,000
	Budaya 6	.815**	0,266	0,000
	Budaya 7	.694**	0,266	0,000
Kompetensi Kerja (X ₂)	Kompetensi 1	1	0,266	0,000
	Kompetensi 2	.591**	0,266	0,000
	Kompetensi 3	.822**	0,266	0,000
Pengembangan Karir (X ₃)	Pengembangan 1	1	0,266	0,000
	Pengembangan 2	.638**	0,266	0,000
	Pengembangan 3	.526**	0,266	0,000
	Pengembangan 4	.654**	0,266	0,000
	Pengembangan 5	.642**	0,266	0,000
Produktivitas Karyawan (Y)	Produktivitas 1	1	0,266	0,000
	Produktivitas 2	.858**	0,266	0,000
	Produktivitas 3	.579**	0,266	0,000
	Produktivitas 4	.468**	0,266	0,000
	Produktivitas 5	.783**	0,266	0,000
	Produktivitas 6	.640**	0,266	0,000

Based on table 1 above, it shows that the calculated r value (correlation coefficient) is greater than 0.266 and the p value (significance) is smaller than 0.05. Thus that the research instrument used to measure variables can be said *valid*.

Reliability Test

Reliability is one of the main characteristics or characteristics of a good measurement instrument. In this study, reliability tests were used with the Alpha Cronbach method. If the Cronbach alpha coefficient is 0.7 or more, then the research instrument can be said to be reliable (Imam Ghozali 2011: 161). From the measurement results of the reliability test of the research instrument, the following results were obtained:

Table 2. Reliability Test

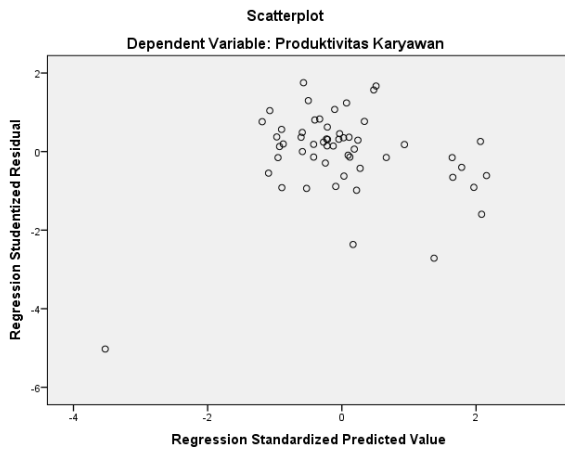
No.	Variabel Penelitian	Alpha Cronbach	Min Cronbach's
1	Budaya Organisasi (X ₁)	.951	0,6
2	Kompetensi Kerja (X ₂)	.852	0,6
3	Pengembangan Karir (X ₃)	.878	0,6
4	Produktivitas Karyawan (Y)	.921	0,6

Based on table 2 above, the Alpha Cronbach value of each variable is more than 0.6, so it can be said that all items in the research questionnaire are reliable.

Classical Assumption Test

The normality or honor test is used to detect whether the distribution of independent and bound variables is normal. According to (Ghozali, 2011) A regression model is said to be normally distributed if the plotting data describing the actual data follows a diagonal line. A model is said to satisfy the assumption of normality when the data spreads around a diagonal line and follows the direction of the diagonal line.

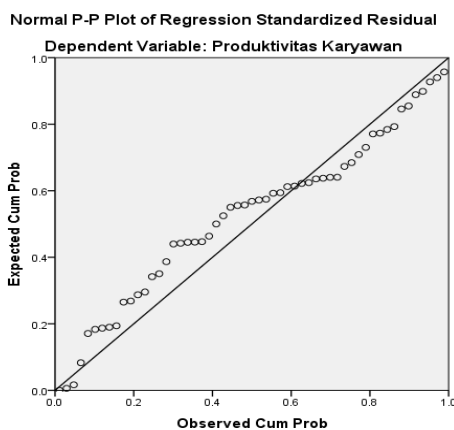
Figure 2. Normality Test P-Plot Graph



If viewed based on the graph above, then all data is normally distributed. This is because all data spreads follow the line of normality.

Heteroscedasticity will result in inefficient estimation of regression coefficients. The result of the assessment will be less than it should be. According to (Ghozali, 2011) No heteroscedasticity occurs, if there is no clear pattern (wavy, widening then narrowing) in the scatterplots image. The graph of heteroscedasticity test results is:

Figure 3. Heteroscedasticity Test Graph



Based on the graph, it can be seen that the data (dots) spread evenly above and below the zero line, do not gather in one place, and do not form a certain pattern so that it can be concluded that in this regression test there are no symptoms of heteroscedasticity.

The autocorrelation assumption is defined as the occurrence of correlation

between observational data, where the emergence of a data is influenced by previous data. The decision-making basis of the Durbin Watson autocorrelation test. According to (Ghozali, 2011) There are no symptoms of autocorrelation, if the Durbin Watson value lies between D_u up to $(4-d_u)$. The d_u value is found in the distribution of Durbin Watson table values based on $N(55)$ with a significance of 5%. $d_u(1,650) < \text{Durbin Watson}(1,446) < 4-d_u(2,350)$ There are no symptoms of autocorrelation.

Multicollinearity means that there is a high or near-perfect linear correlation between two or more independent variables. The consequence of multicollinearity is that the regression coefficients of the variables are not decreased and the standard deviation is infinite. As a result, the regression model used is not valid to estimate the value of the independent variable.

In this study to determine whether there is multicollinearity between independent variables by looking at the value of Variance Inflation Factor (VIF) and tolerance of each independent variable to the dependent variable.

According to (Ghozali, 2011) No symptoms of multicollinearity occur, if the Tolerance value > 0.100 and the VIF value < 10.00 . The results of the multicollinearity test are in the following table:

Table 3. Multicollinearity Test Results

No.	Model	Collinearity Statistic	
		Tolerance	VIF
1	Budaya Organisasi (X_1)	0,259	3,863
2	Kompetensi Kerja (X_2)	0,260	3.850
3	Pengembangan Karir (X_3)	0.687	1,455

Based on table 3 above, it is clear that the VIF value of each variable is less than 10 and the tolerance value is close to 1, this means that the independent variables in this study have no symptoms of multicollinearity.

Multiple Linear Regression Analysis

In this study the independent variables used were organizational culture (X1), work competence (X2) and career development (X3) on employee productivity (Y) of PT. Zona Karya Mendunia. Based on data analysis, a result is obtained as presented in the following table:

Table 4. Tabulation of Analysis Results Value Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.278	2.506		.422	.675
Budaya Organisasi (X1)	.386	.074	.695	-.241	.000
Kompetensi Kerja (X2)	.128	.115	.47	.113	.271
Pengembangan Karir (X3)	.153	.140	.89	.093	.279

a. Dependent Variable: Employee Productivity

In accordance with the analysis model used, namely multiple linear regression, analysis can be carried out with the general formula:

$$Y = a + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + e$$

$$= -5,278 + 0,386.X_1 + 0,128.X_2 + 0,153.X_3 + e$$

The values of multiple linear regression coefficients from the above equation can be described as follows:

1. The α value (constant) obtained is -5.278, it shows that if there is a change in the value of organizational culture (X1), work competence (X2), and career development (X3) by 1 (unit), then employee productivity (Y) will be followed at PT. The Global Work Zone is also -5,278, which means there is no change in the value of employee productivity (Y) without changes in the value of organizational culture (X1), work competence (X2), and career development (X3).
2. The value of β_1 or organizational culture variable (X1) obtained is 0.386, it shows that every change in the value of the organizational culture variable (X1) by 1 unit, there will also be a change in the value of employee productivity (Y) at PT. The

Global Work Zone of 0.386 or an increase in the value of the organizational culture variable (X1) by 1 unit, then the value of employee productivity (Y) at PT. Zona Karya Mendunia will also experience an increase of 0.386.

3. The value of β_2 or work competency variable (X2) obtained is 0.126, it shows that every change in the value of the work competency variable (X2) is 1 unit, then the value of employee productivity (Y) at PT. Zona Karya Mendunia will also experience a change in value of 0.126 or for every increase or decrease in the value of the work competency variable (X2) by 1 unit, the value of employee productivity (Y) at PT. Zona Karya Mendunia will also experience an increase or decrease in value by 0.126.
4. The value of β_3 or career development variable (X3) obtained is 0.153, it shows that every change in the value of the career development variable (X3) is 1 unit, then the value of employee productivity (Y) at PT. Zona Karya Mendunia will also experience a change in value of 0.153 or for every increase or decrease in the value of the career development variable (X3) by 1 unit, the value of employee productivity (Y) at PT. Zona Karya Mendunia will also experience an increase or decrease in value by 0.153.

Regression Coefficient of Determination(R square)

To find out how much the contribution of organizational culture (X1), work competence (X2) and career development (X3) to employee productivity (Y) at PT. Zona Karya Mendunia can be determined by the magnitude of the R square value. According to Imam Ghozali (2011), R-Square values are categorized:

- a. Strong, if more than 0.67
- b. Moderate, if it is more than 0.33 or less than 0.67
- c. Weak, if it is more than 0.19 and less than 0.33.

Based on the results of the analysis, that the value of R square obtained is as follows:

Table 5. Magnitude of Regression Coefficient Value (R square)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.876 ^a	.768	.754	6.294	1.446

a. Predictors: (Constant), Pengembangan Karir, Kompetensi Kerja, Budaya Organisasi
 b. Dependent Variable: Produktivitas Karyawan

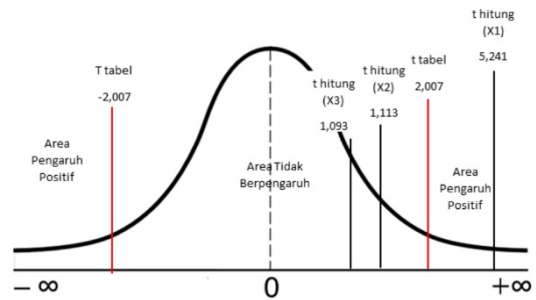
Based on the data in table 5 above, it can be seen that the Adjusted R square value is 0.754. This means that the variables of organizational culture (X1), work competence (X2) and career development (X3) on employee productivity (Y) at PT. Zona Karya Mendunia is 0.754 or 75.4%. While the remaining 0.246 or 24.6% was explained by other variables that were not included in this research model. This shows that the variables of organizational culture (X1), work competence (X2) and career development (X3) are able to make a positive contribution to employee productivity (Y) at PT. Zona Karya Mendunia rather than variables that were not included in this research concept.

Partial t-test

This t test (partial test) is to determine the effect (significant) or not between organizational culture variables (X1), work competence (X2) and career development (X3) on employee productivity (Y) at PT. Zona Karya Mendunia. According to V. Wiratna Sujarweni (2014; 155), if the value of t is calculated > t table then it means that the independent variable (X) partially affects the dependent variable (Y). The formula looks up t table = $(\alpha/2; n-k-1) = (0.05/2; 55-3-1) = (0.025; 51) = 2.007$.

With the provisions of partial hypothesis testing above, the results of the calculated t value of this study are depicted in the graph as follows:

Figure 3. Partial Test Results (Calculated t value)



Based on the data in the graph above, the following hypothetical results are obtained:

1. The coefficient of the value of the organizational culture variable (X1), obtained a calculated t value of 5.241 greater than t table 2.007. So H0 is rejected and H1 is accepted. So partially the organizational culture variable (X1) affects employee productivity (Y) at PT. Zona Karya Mendunia.
2. The coefficient of the value of the work competency variable (X2), obtained a calculated t value of 1.113 smaller than t table 2.007. So H0 is accepted and H1 is rejected. So partially the work competency variable (X2) has no effect on employee productivity (Y) at PT. Zona Karya Mendunia.
3. The coefficient of the value of the career development variable (X3), obtained a calculated t value of 1.093 is smaller than t table 2.007. So H0 is accepted and H1 is rejected. So partially the career development variable (X3) has no effect on employee productivity (Y) at PT. Zona Karya Mendunia.

Simultaneous F Test

According to (Ghozali, 2011) if value **Sig.** < 0.05 then it means that the independent variable (X) simultaneously affects the dependent variable (Y). The hypothesis states that simultaneously there is a significant influence between organizational culture variables (X1), work competence (X2) and career development (X3) on employee

productivity (Y) in PT. Zona Karya Mendunia is proven using multiple linear regression analysis. The criteria used in Test F calculate in research if:

1. If the significant value < 0.05 , the hypothesis is accepted, which means that there is an influence of organizational culture (X1), work competence (X2) and career development (X3) on employee productivity (Y) in PT. Zona Karya Mendunia.
2. If the significant value > 0.05 , the hypothesis is rejected, which means that there is no influence of organizational culture (X1), work competence (X2) and career development (X3) on employee productivity (Y) in PT. Zona Karya Mendunia.

Based on the results of simultaneous hypothesis testing, the following results were obtained:

Table 6 Simultaneous Test Results (F value calculate)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6689.560	3	2229.853	56.296	.000 ^b
Residual	2020.077	51	39.609		
Total	8709.636	54			

a. Dependent Variable: Produktivitas Karyawan
 b. Predictors: (Constant), Pengembangan Karir, Kompetensi Kerja, Budaya Organisasi

Based on the results of ANOVA analysis in table 6 above, a calculated F value of 56.296 and a significance value of 0.000 were obtained which turned out to be smaller than the degree of freedom used, which was 0.05 ($0.000 < 0.05$). Thus, it can be seen that the variables of organizational culture (X1), work competence (X2) and career development (X3) together (simultaneously) have a significant effect on employee productivity (Y) at PT. Zona Karya Mendunia.

Based on the above testing, the hypothesis proposed in this study can be accepted, or in other words that the research hypothesis can be proven correct. This means that the variables of organizational culture (X1), work competence (X2) and career

development (X3) together (simultaneously) have a significant effect on employee productivity (Y) at PT. Zona Karya Mendunia.

The Influence of Organizational Culture on Employee Productivity

Based on the results of the study above, it shows that organizational culture variables have a positive and significant effect on employee productivity. So it can be concluded that the increase in employee productivity is influenced by organizational culture practices carried out at PT. Zona Karya Mendunia. With the existence of an organizational culture in a company that is well established, it makes employees comfortable at work and makes employee productivity increase. This means that if the organizational culture in the company is maintained and maintained its existence, it will result in increased employee productivity.

The results of this study are in accordance with the theory that states organizational culture has a character that affects the orientation of individuals and teams to lead to the achievement of maximum results so that it can be said that organizational culture affects the productivity of employees individually and in groups (Robbins, 2006). According to (Sundjoto, 2016) Organizational culture also plays a role in influencing personal values (personal value) someone who has been trusted for the achievement of maximum results so that job satisfaction will appear

The results of this study above are in line with research conducted by (Madjidu, A., Usu, I., 2020) shows that the correlation between the Organizational Culture Variable (X2) and Work Productivity (Y) is quite strong at 0.469 while the contribution (determinant coefficient) of the X2 Variable to Y is 21.99%, so that the results of the existing data prove that organizational culture has a positive effect on employee productivity.

The Effect of Work Competence on Employee Productivity

Based on the results of the study above, it shows that the variable of work competence has no effect on employee productivity. This is possible because employees feel less confident in their abilities and lack strong self-motivation for the quality of their competencies, researchers also had time to get information from the HR department which said that the problem faced was the lack of motivation of employees to do new things so that there was a tendency to choose only comfort zones.

Self-motivation factors that affect employee productivity are in line with the research carried out (Kaawoan, A., Kolibu, F. K., Kawatu, 2017), in his research conducted at PT Samudera Mulia Abadi North Minahasa Regency found data that 12.4% of employees with low motivation categories had a negative influence on productivity by 10.4, so that from the existing data proved that the lower the self-motivation the lower the productivity.

The Effect of Career Development on Employee Productivity

Based on the results of the study above, it shows that career development variables have no effect on employee productivity. This is possible because turn over high due to lack of employee engagement at PT. Zona Karya Mendunia, The above factors are in line with opinion (Rivai, 2014) which mentions inhibiting factors of career development include: 1) Employee resignation, 2) Loyalty to the organization, 3) Self-motivation, and 4) Organizational conditions.

Among the inhibiting factors of career development in this study is the low level of career development employee engagement. This is in line with (Vishnu N., 2020) In a study entitled "The Effect of Employee Engagement and Work Discipline on Work

Productivity" explained from the results of the study showed that employee engagement affect employee productivity.

The Influence of Organizational Culture, Work Competencies and Career Development on Employee Productivity

This study aims to determine the influence of organizational culture, work competence, and career development on the productivity of PT. Worldwide Works Zone. Based on the results of the simultaneous test, a calculated F value of 56.296 and a significance value of 0.000 were obtained which turned out to be smaller than the degree of freedom used, which was 0.05 ($0.000 < 0.05$). Thus, it can be seen that the variables of organizational culture (X1), work competence (X2) and career development (X3) together (simultaneously) have a significant effect on employee productivity (Y) at PT. Zona Karya Mendunia.

According to (Handoko, 2011) There are several factors that can affect the high and low productivity of employees, namely self-motivation, work attitudes and ethics, work discipline, education, skills, achievement opportunities, and a conducive work environment. From the factors above, it proves that there is a relationship between these factors with organizational culture (X1) which is represented by work discipline, work ethics and a conducive work environment, work competence (X2) is represented by motivation and education, while career development (X3) is represented by skills and achievement opportunities. Thus this study proves the influence of organizational culture (X1), work competence (X2) and career development (X3) together (simultaneously) has a significant effect on employee productivity (Y) at PT. Zona Karya Mendunia.

CONCLUSION

Based on the results of research and discussion of the data analysis process, finally the research entitled the influence of organizational culture, work competence, and career development on the productivity of PT. Zona Karya Mendunia obtained several conclusions, including the following:

1. The results showed that the organizational culture variable obtained a calculated t value of 5.241 greater than t table 2.007, so that H_0 was accepted and H_a was accepted. The variable work competence obtained t count 1.113 smaller than t table 2.007. so that H_0 is rejected and H_a is accepted. The career development variable obtained a calculated t value of 1.093 smaller than t table 2.007, so H_0 was rejected and H_a was accepted. empowerment, organizational culture and organizational commitment obtained $T_{calculate}$ of 3.224 > T_{table} 2.026 with a significant value of 0.000, organizational culture t tabelny which is 4.586 with a significant value of 0.000, in organizational commitment $F_{tabel} = 2.839$ so that H_0 is rejected and H_a is accepted. Research shows that organizational culture partially has a positive effect on employee productivity, while work competence and career development partially have no effect on employee productivity at PT. Zona Karya Mendunia.
2. The results showed that the variables of organizational culture, work competence, and career development on employee productivity obtained a calculated F value of 56.296 and a significance value of 0.000 which turned out to be smaller than the degree of freedom used, which was 0.05 ($0.000 < 0.05$). Thus, it can be seen that the variables of organizational culture, work competence, and career development together (simultaneously) have a significant effect on employee productivity at PT. Zona Karya Mendunia.

Based on the above testing, the hypothesis proposed in this study can be accepted, or in other words that the research hypothesis can be proven correct. This means that the variables of organizational culture, work competence, and career development together (simultaneously) have a significant effect on employee productivity at PT. Zona Karya Mendunia.

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