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The Influence of Supervision and Organizational Culture on Employee Work Productivity through Organizational Commitment to Kimshafi Alung Cipta Ltd

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ABSTRACT

The purpose of this study is to examine the impact of supervisory characteristics and organizational culture on employee work productivity via organizational commitment as a mediator. This study utilized SEM because SEM may simultaneously quantify components and impacts between variables in an entire model. Utilizing the Quota Sampling method, 276 employees are sampled. Path analysis using the Structural Equation Modeling-Partial Least Square (SEMPLS) approach and the SmartPLS 3.3.3 software is used to analyze the data. The findings of this study indicate that: (1) there is a positive and significant influence of supervision variables on the Work Productivity of Kimshafi Alung Cipta Ltd; (2) there is a positive and significant influence of organizational culture variables on the Work Productivity of Kimshafi Alung Cipta Ltd; (3) there is a positive and significant influence of organizational commitment variables on the Work Productivity of Kimshafi Alung Cipta Ltd; and (4) there is a positive and significant

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INTRODUCTION

The success of the company is the most valuable asset for human resources in improving welfare which is seen based on the quality and systems contained in the company. Human resources as initial capital to achieve company goals by providing invaluable contributions in carrying out every work activity. Human resources as drivers must have a developing, creative, quality potential in doing work and be responsible [1], [2]. The role of human resources becomes very important because it is a factor in carrying out activities in each company [3].

The company in achieving its goals must be able to maintain the results that have been achieved, evaluate from the strengths and weaknesses it has, as well as policies and decisions that are carried out properly and appropriately [4], [5]. The policy aims at human resources in increasing the productivity of work carried out by human resource management. Human resource management is related to employment which

affects the level of work success of employees and companies. This is done so that human resource activities are carried out effectively and efficiently and are able to increase work productivity [6], [7].

A company wants high productivity this requires directed work planning so that work productivity can increase and the results obtained are in accordance with the company's goals set, if these goals are not achieved effectively and efficiently then the employee's work productivity is low [8]. High productivity is the company's goal in making a profit [9]. The higher the product results obtained in a short time, the higher the value of the work productivity of its employees [10]. Work productivity as a relationship in the production system between inputs and outputs. Productivity is related to the use of resources that reflect the company's success in achieving the results of Berberoglu's work (2018) [11]. The reality on the ground is that there are differences with this idealism as explained in [table 1](#).

Table 1. Data on the Achievement of Work Productivity of Kimshafi Alung Cipta Ltd 2022

No	Month	Production Target	Production Output	Percentage
1	January	490,962	430,840	87%
2	February	490,962	418,450	85%
3	March	490,962	407,390	82%
4	April	490,962	405,902	82%
5	May	490,962	421,530	85%
6	June	490,962	406,350	82%
7	July	490,962	370,735	75%
8	August	490,962	358,490	73%
9	September	490,962	322,040	65%
10	October	490,962	310,908	63%
11	November	490,962	308,670	62%
12	December	490,962	288,678	52%

Source: Kimshafi Alung Cipta Ltd, 2022

Based on [table 1](#) above, it can be seen that there is a decrease in employee work

production achievement in 2021. The decline in productivity seen from the percentage in

January to April decreased from 87% to 82% while in May it experienced an increase of 85%, but in June to December it continued to decrease by 82% to 52%. Based on the percentage of employee work productivity achievement that has decreased, this is due to the inability of employees to achieve the targets set by the company. A decrease in production will be able to affect market competition. This requires companies to be more careful in providing goods for quality market demand and satisfying customers. High productivity will help the company in achieving its goals [12], [13].

One of the dominant factors that can affect work productivity is the supervision factor. The supervision factor within the company is usually carried out by the superiors of each employee, because the superiors know more directly. A superior provides supervision to employees so as not to make mistakes or negligence of their work. Work supervision aims to make the results of work implementation in accordance with previously established planning effectively and efficiently [14], [15]. Supervision is carried out as a way, guiding, improving refreshment, encouraging and supervising certain employees in the hope of seeking cooperation so that the superior is successful in supervising. The findings are also supported by Adikoeswanto et al. (2020) [16] that supervision can affect work productivity.

Research conducted by Alkahtani et.al (2019) [17] and Al-Jabari & Ghazzawi (2019) [18] shows that organizational culture has no impact on work productivity. This is different from the research that has been carried out by Jehanzeb et al. (2018) [19] which revealed that organizational culture is able to affect employee work productivity. With the differences in the results of the research, this study will still be carried out in accordance with the phenomena that occur in the field by

adding organizational commitment as a mediation variable [20].

Organizational commitment is a variable that can strengthen organizational culture towards employee work productivity, this is evidenced by the findings of Edward & Purba (2020) [21]. A committed employee will work as much as possible and devote his attention, thoughts, energy and time to his work so that it will increase his productivity. This finding is also supported by Arif et al. (2019) [22] and Loan (2020) [12] which reveals that organizational commitment has a significant effect on employee work productivity.

Departing from the gaps and phenomena that occur, this study will test the Influence of Supervision and Organizational Culture on Employee Work Productivity through Organizational Commitment to Kimshafi Alung Cipta Ltd. The importance of this research is because if employee work productivity is getting better, it has an impact on the existence and profitability of the company. Therefore, this study will examine how much influence supervision has on employee work productivity directly, organizational culture on employee work productivity directly and supervision, organizational culture indirectly through organizational commitment as a variable mediation. Penelitian ini merupakan kebaruan dari previous research by adding the variable of organizational commitment as a variable mediation.

RESEARCH METHOD

The research used is a causal type explanatory study that seeks to test the influence between variables in a structural model. Data analysis was carried out with a Structural Equation Modelling approach. SEM was used in this study considering that SEM is able to measure factors and influences

between variables in a whole model simultaneously. The determination of samples in this study used Quota Sampling which was then carried out sample selection based on the highest number quota for each category that could represent the target population, namely employees of Kimshafi Alung Cipta Ltd totaling 276 people.

Hypothesis

Following the framework described above, the hypotheses proposed in this study are: The Effect of Supervision on Work Productivity supervision is an activity carried out by superiors to provide corrections and actions if there is a mistake or misconduct from employees when doing Chan's work (2019). Supervision can effectively increase employee work productivity, if the company carries out its supervisory function correctly. Research conducted by Chong et al. (2018) showed that there is a significant influence between work supervision and employee work productivity.

H1: is suspected that there is an influence of supervision on work productivity at Kimshafi Alung Cipta Ltd

The Influence of Organizational Culture on Work Productivity

Organizational culture is essential for every business that must continually evolve and adapt to a changing organizational environment. The organizational environment consists of personnel with

varying levels and backgrounds. Thus, changes in organizational culture are implemented initially by altering the mindset of all human resources within the organization; consequently, businesses should implement a positive organizational culture in order to foster a positive work

environment culture atmosphere and family culture in order to boost employee work productivity. Previous research conducted by Crain & Stevens (2018) [23] and Jehanzeb & Mohanty (2018) [19] demonstrates that organizational culture has a substantial effect on job productivity. Another study by Eliyana et al. (2019) [24] concluded that corporate culture has a substantial impact on work productivity. Manufaktur company in Bekasi has a good organizational culture, and employees are allowed to innovate in their job to get optimal results, thus it is hoped that work productivity will grow. Therefore, it is thought that corporate culture has a good impact on work output.

H2: It is suspected that there is an influence of Organizational Culture on Work Productivity at Kimshafi Alung Cipta Ltd.

The Effect of Supervision by mediated by Organizational Commitment on Work Productivity.

Mwesigwa et.al (2020) [7] expressed his findings that oversight has a positive effect on organizational commitments. It is supported by Arasanmi et.all (2019) [25] which states that thep of the enumeration measured through superior always gives an assessment of the results of the work, the superior always communicates the problems that occur in the organization, the government given by the superior can be clearly understood to encourage an increase in the organization's commitment [26].

H3: It is suspected that there is an influence of Supervision by mediating Organizational Commitment on Work Productivity

The Effect of Organizational Culture Mediated by Organizational Commitment on Work Productivity

A strong culture in the organization will lead to an increase in the commitment of employees to achieve the goals of the organization. Hi this is very helpful to increase the work productivity of the employees. The findings of research on the influence of organizational culture on organizational commitment have been previously revealed, that organizational culture has a positive and significant influence on organizational commitment [17]. It is in accordance with the opinion Dappa et.all (2019) [27] that organizational commitment also has an attachment to work productivity.

The findings of research on the effect of organizational commitment on work productivity have been previously revealed, that organizational commitment has a significant influence on work productivity [28]. The harmony of goals achieved between employees and the company through organizational culture will build a strong organizational commitment, then the stronger the organization’s commitment to employees. It is therefore alleged that

organizational culture has a positive effect on work productivity mediated by organizational commitment.

H4: It is suspected that there is an effect of Organizational Culture mediated by Organizational Commitment on Work Productivity

The Effect of Organizational Commitment on Work Productivity

The commitment of the organization relates to the high desire of employees to share and sacrifice for the company. Previous research conducted by Jehanzeb (2018) [19] said that organizational commitment has a positive and significant effect on work productivity and Brown et.all (2019) [29] in her research also resulted in that organizational commitment has a significant effect on work productivity.

H5: It is suspected that there is an influence of Organizational Commitment on Work Productivity

The conceptual framework of this research can be shown in figure 1.

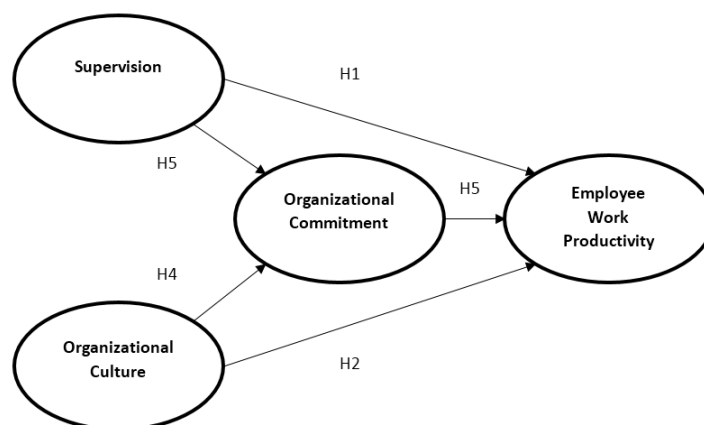


Figure 1. Conceptual Framework.

RESULT AND DISCUSSION

All measuring indicators of the variables employed in the study, namely employee involvement, work satisfaction, and employee performance, were pronounced valid and reliable based on the results of the validity and reliability tests. It is deemed valid because all measurement indicators for each variable have a factor loading of greater than 0.45 and a Cronbach alpha of greater than 0.60 [30].

All item factor loadings for job involvement, job satisfaction, and employee performance were more than 0.45, indicating that the model is valid. The variables employee involvement, work happiness, and employee performance were deemed reliable with a value greater than 0.60 on the reliability test. The number of responders by gender is shown in the table 2 below.

Table 2. Respondents by Gender

Sex	Frequency	Percentage
Male	129	46,70%
Female	147	53,30%
Total	276	100%

Source: data proceed

Table 2 showed that male respondents were 129 people at 46.7% and female respondents at 149 people at 53.3%.

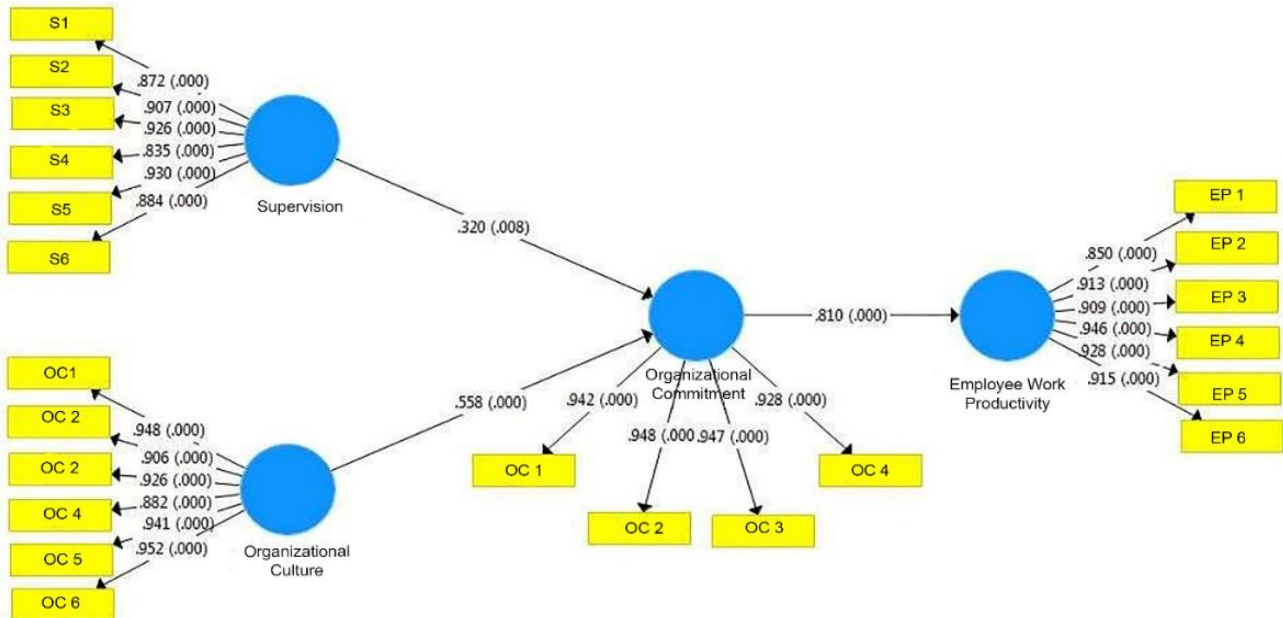


Figure 2. Research variables.

Figure 2 shows that all research variables have an outer loading factor value above 0.70. Therefore, the indicators used in this

research variable are said to be well received.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability
Supervision	0.959	0.959
Organizational Culture	0.973	0.973
Organizational Commitment	0.969	0.969
Work Productivity	0.967	0.967

Source: data proceed, 2022

Table 3 displays that all research variables have composite reliability and Cronbach's alpha values more than 0.70. Therefore, the research variable's indicators are reliable. A limit value greater than 0.50 is used to evaluate the validity of the average

variance extracted (AVE) value during the interim. According to Table 3, all variables have AVE values that exceed 0.50. This implies that all variables and indicators have been determined to be trustworthy.

Table 4. Structural model testing

Variable	R Square
Organizational Commitment	0.749
Work Productivity	0.657

Source: data proceed 2022

Based on the r-square value in Table 4, it shows that supervision and organizational culture are able to explain the variability of the Organizational Commitment contract of 74.9%, and the remaining 23.1% is explained by other constituents outside those studied in this study. Meanwhile,

organizational culture and job satisfaction were able to explain the variability of the contract Productivity of work 65.7%, and the remaining 24.3% was explained by other constituents outside those studied in this study.

Table 5. GoF (Goodness of Fit) testing

	Saturated Model	Estimated Model
SOME	0.06	0.06
d_ULS	4.69	4.69
d_G	9.16	9.16
Chi-Square	3043.91	3043.91
NFI	0.58	0.58

Source: data proceed, 2022

Based on the results of the investigation in table 5, the model is regarded appropriate when the SRMR (Standardized Root Mean Residual) value is 0.06. Given that the range of NFI values is 0.06 to 0.90, the NFI

value of 0.06 indicates a good model. The model is then fitted with the results of the SRMR value, Chi-square, and NFI in this study.

Table 6. Path Coefficients

Hypothesis	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Supervision → Employee Work Productivity	0.320	0.332	0.120	2.665	0.008
Organizational Culture → Employee Work Productivity	0.452	0.443	0.096	4.713	0.000
Organizational Commitment → Employee Work Productivity	0.810	0.811	0.029	28.411	0.000

Source: data proceed, 2022

Based on [table 6](#), As indicated by the path coefficient presented previously, the decision to accept or reject the hypothesis is based on the original sample value, p-value, or t statistics. The Supervision's t-statistics value is 2.667% more than 1.98, and its p-value is 0.08 0.05. With a positive original sample value of 0.320, it is evident that the relationship between situational leadership style and employee performance is in a favorable direction. Therefore, the second premise is accepted.

The second claim is that Organizational Culture influences Work Productivity positively. The test findings indicated that a considerable influence existed. The t-

statistics value of 4,713 and the p-value of 0.452 demonstrate that Organizational Culture has a positive and statistically significant effect on Work Productivity.

The third hypothesis examines if Organizational Commitment influences Work Productivity favorably. The third theory is that employee participation influences productivity. The t-statistics value of 5.09 > 1.98 and p-value of 0.00 0.05 for this association indicate that employee engagement has a significant impact on employee performance.

Table 7. Analysis of Indirect Effects (Mediation)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Supervision → Organizational Commitment → Employee Work Productivity	0.259	0.270	0.099	2.629	0.009

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture → Organizational Commitment → Employee Work Productivity	0.452	0.443	0.096	4.713	0.000

Source: data proceed, 2022

The Influence of Organizational Culture on Work Productivity

The results of the hypothesis test in table 7 that had been carried out with the path coefficient resulted in the conclusion and finding that the original sample value was 0.452 With a Statistical T value of 4.713 and a P Value of 0.000 or less than the α value ($0.000 < 0.05$). The results of these findings interpret that the organizational Buda variable on Work Productivity has a positive and significant influence conclusion.

According to this study's findings and conclusions, organizational culture has a favorable and significant effect on Work Productivity, in line with previous research. Organizational budgets have a favorable and substantial impact on Work Productivity. Therefore, the conclusion is that H_0 is rejected and H_a is accepted, indicating that Job satisfaction has an effect on job productivity.

The Effect of Organizational Commitment on Work Productivity

The results of the hypothesis test that had been carried out with the path coefficient resulted in the conclusion and finding that the original sample value was 0.810 With a Statistical T value of 28.411 and a P Value of 0.000 or less than the α value ($0.000 < 0.05$). The results of these findings interpret that the variables of Organizational Commitment to Work

Productivity have a positive and significant influence conclusion.

This study's findings and conclusions are consistent with other research, which concluded that Organizational Commitment had a positive and significant impact on Work Productivity. Organizational Dedication has a favorable and substantial influence on Work Productivity. Therefore, H_0 is rejected and H_a is accepted, indicating that the variable Organizational Commitment to Work Productivity has an effect.

The Effect of Supervision by mediated by Organizational Commitment on Work Productivity

The results of hypothesis tests that have been carried out with path coefficients resulted in conclusions and findings that the original sample value was 0.259 With a Statistical T value of 2.629 and a P Value of 0.009 or less than the α value ($0.009 < 0.05$). The results of these findings interpret that the variables of supervision on Work Productivity in the assessment of Organizational Commitment have a positive and significant impact conclusion.

This study's result, that supervision has a positive and significant effect on Work Productivity, is consistent with prior studies. Organizational Dedication has a favorable and substantial influence on Work Productivity. Therefore, H_0 is rejected and H_a is accepted, indicating that

the variable Organizational Commitment to Work Productivity has an effect.

The Effect of Organizational Culture Mediated by Organizational Commitment on Work Productivity

The findings and conclusions of prior research indicate that supervision has no positive or substantial effect on Work Productivity. In a separate study, Organizational Culture showed a positive and statistically significant influence on Work Productivity. Work Productivity is positively and significantly affected by Organizational Commitment. This study's findings and conclusions are consistent with other research, which concluded that organizational commitment had a positive and significant influence on work productivity. Therefore, H_0 is rejected and H_a is accepted, indicating that Organizational Culture has a positive and considerable influence on Work Productivity, with Organizational Commitment serving as a mediator.

CONCLUSION

The purpose of this study is to investigate the impact of supervision and organizational culture on employee work productivity, with organizational commitment serving as a moderator. This study employs SmartPLS software version 3.3.3 to evaluate SEM (Structural Equation Modeling). On the basis of the analysis of research results and discussion in the preceding section, it is feasible to infer that supervision has a positive and significant effect on the work output of Kimshafi Alung Cipta Ltd. personnel. At Kimshafi Alung Cipta Ltd, organizational culture has a favorable and considerable influence on employee job productivity. Additionally, organizational dedication has a large and favorable effect on staff productivity. At Kimshafi Alung Cipta Ltd, organizational commitment's role as a mediator between monitoring of employee work productivity and organizational culture has a favorable and significant impact on productivity.

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