



The Influence of Organizational Competence and Culture on the Work Productivity of Abuba Steak Cipete Employees South Jakarta

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ARTICLE INFO

Keywords: Competency, Organizational Culture, Employee Productivity.

Received : 27 June

Revised : 20 July

Accepted: 18 August

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ABSTRACT

This study aims to find out how competency and organizational culture affect employee work productivity, both partially and simultaneously, at Abuba Steak Cipete, South Jakarta. A quantitative method was applied with a population of 57 employees, using saturated sampling in which all employees were included as respondents. The data analysis techniques used in this study include data instrument testing, classical assumption testing, simple linear regression, multiple linear regression, correlation coefficient analysis, and coefficient of determination analysis. The hypotheses were evaluated using both the t-test and F-test. The regression analysis shows that the calculated t-value of 11.336 exceeds the t-table value of 2.004 ($11.336 > 2.004$). This result is further supported by the significance value of 0.000, which is less than 0.05. Therefore, H_01 is rejected and H_{a1} is accepted, indicating that competence has a significant effect on employee work productivity. Based on the regression analysis results, the t-value is greater than the t-table value ($5.090 > 2.004$). This finding is supported by the significance value of 0.000, which is below 0.05. Therefore, H_02 is rejected and H_{a2} is accepted, indicating that organizational culture has a significant effect on employee work productivity. The ANOVA results indicate that the calculated F-value is 329.792, compared with an F-table value of 2.78 at a 0.05 significance level for $n = 54$. Because the calculated F-value exceeds the F-table value ($329.792 > 2.78$), and the significance value is $0.000 < 0.05$, the independent variables are shown to have a significant effect on employee work productivity when considered together. Therefore, the findings indicate that competency (X1) and organizational culture (X2) have a significant combined effect on employee work productivity (Y).

INTRODUCTION

In the current era of globalization and economic dynamics, the development of the business world in Indonesia has increased very rapidly, one of which is in the culinary industry sector (food and beverages). Increasingly fierce competition requires every company to continue to innovate and improve the quality of its services in order to survive and win market share. One of the main strategies to achieve this competitive advantage relies on effective management of Human Resources (HR). Human resources are no longer just a production factor, but a strategic asset (human capital) that drives all company operations to achieve the goals that have been set.

Abuba Steak Cipete, South Jakarta, as one of the well-known restaurants that offers quality culinary products, relies heavily on the performance and work productivity of its employees. Employee work productivity is a reflection of the level of efficiency and effectiveness in producing goods and services. Productive employees are able to complete tasks quickly, precisely, and in accordance with the set standard operating procedures (SOPs), which will ultimately have a direct impact on customer satisfaction and restaurant profitability. However, to achieve the maximum level of productivity, there are various fundamental factors that must be considered by management, where two crucial factors are employee competence and organizational culture.

The first factor that greatly affects productivity is Competence. Competence refers to the combination of knowledge, skills, and attitudes possessed by an employee in completing his work. In the public service industry such as Abuba Steak, competent employees will adapt more quickly to job demands, be able to handle customer complaints well, and minimize operational errors (zero error). On the other hand, the mismatch between the competencies possessed by employees and the workload can lead to slow service and decreased work productivity.

The second factor that is no less important is Organizational Culture. Organizational culture is a system of common meaning, values, and beliefs embraced by all members of the organization that serve as a guideline in behaving and acting in the work environment. A strong and positive organizational culture—such as discipline, teamwork, integrity, and quality orientation—will create a conducive work environment. This will psychologically encourage employee work motivation. If Abuba Steak Cipete is able to internalize a good organizational culture, then employees will feel that they have a strong bond with the company, which will directly spur work morale and increase overall productivity.

Given the importance of the role of employees in restaurant operations, the assessment of the extent of their competencies and how to implement the organizational culture at Abuba Steak Cipete is very relevant. Management needs to ensure that the 57 employees who drive the operational wheels in this branch not only have adequate technical competencies, but also work in the organizational cultural ecosystem that supports the achievement of targets.

Based on the explanation of the phenomenon and theoretical basis above, it is necessary to prove empirically through quantitative research.

Therefore, this study takes the title: "The Influence of Organizational Competence and Culture on Employee Work Productivity at Abuba Steak Cipete, South Jakarta".

LITERATURE REVIEW

Management can be understood as both a science and an art that focuses on managing human resources and other available resources effectively and efficiently. It involves coordinating the elements of man, money, materials, machines, methods, and markets through teamwork to achieve predetermined organizational goals. In this context, Human Resource Management (HRM) plays a crucial role by focusing on managing human thinking, creating, and talent skills that need to be fostered and developed. The ultimate goal of implementing good HRM is to increase efficiency, effectiveness, and productivity in the organization.

One of the main drivers of productivity is the competencies possessed by employees. Competence reflects comprehensive abilities that include aspects of knowledge, skills, and attitudes that allow individuals to carry out tasks effectively according to set standards. Competence is not just technical skills, but is formed by five main components, namely skills, motivation, personal characteristics, self-concept, and knowledge. Operationally, this level of competence can be measured through indicators of skills in achieving goals, specific knowledge levels, professional and confident self-concept, character in completing tasks, and motivation to act.

In addition to individual factors, organizational culture also plays an important role as a systemic environment in which employees work. Organizational culture is defined as a set of values, beliefs, norms, habits, and ways of acting that are practiced and accepted by all members. This culture serves as a guideline for behavior, shaping a company's identity, and determining how a job is completed. A positive and strong organizational culture has been proven to be able to encourage discipline, increase commitment, and create a conducive work environment. Evaluation of organizational culture is generally based on an innovative attitude in taking risks, orientation to task results and details, and attention to welfare and justice for all employees.

Collaboration between adequate individual competencies and a conducive organizational culture ultimately leads to the achievement of work productivity. Work productivity is the ability of employees to complete work effectively and efficiently in order to produce optimal *output* within a certain period. It reflects the ratio of the results obtained to all the resources used. This level of productivity is greatly influenced by training factors, physical and mental readiness, and the quality of superior-subordinate relationships, which are practically measured through the quantity and quality of work, timeliness of completion, attendance levels, and the ability to cooperate within the team.

Various previous studies have confirmed the existence of a close relationship between these variables. Previous studies have consistently shown that individual competencies have a positive and significant influence on employee performance or productivity. In addition, the implementation of a strong and positive organizational culture has also been shown to have a

significant direct influence on improving performance. Based on the synthesis of these theoretical and empirical studies, it can be hypothesized that competencies (as internal factors of individuals) and organizational culture (as external factors of the work environment), both partially and simultaneously, have a positive and significant influence on increasing employee work productivity.

METHODS

This study applies a quantitative approach using a causal associative research design. This approach was chosen to examine and analyze the causal relationships between the variables in the study. In this research, competency and organizational culture are the independent variables, while employee work productivity is the dependent variable. The research was conducted at the Abuba Steak Cipete branch in South Jakarta. The research was carried out over a period of ten months, from October 2025 to July 2026, covering the preparation stage, initial observation, data processing, and report preparation.

The population consisted of 57 employees of Abuba Steak Cipete. Given the relatively small population size (under 100 people), the sampling technique applied in this study is the saturated sampling, which is also known as a census. Using this approach, all 57 employees in the population are included as part of the research sample to reduce the chance of error when making generalizations. The study uses data from both original sources and other existing sources. Primary data were gathered directly from the field by observing and using short questionnaires given to the people involved. The questionnaire used a Likert scale, which had numbers from 1 (Strongly Disagree) to 5 (Strongly Agree), to measure what the respondents thought or felt. Besides that, some information was collected from existing writings, earlier research, and official papers from companies that are related to the topic being studied.

The collected primary data were organized and analyzed with the assistance of Statistical Package for the Social Sciences (SPSS) version 26. Prior to the main analysis, the questionnaire was tested for validity and reliability to ensure that the instrument accurately measures the variables and produces consistent results. To ensure that the regression model is unbiased and meets the requirements of inferential statistics, classical assumption tests were also conducted. Furthermore, so that the regression equation model used is not biased and meets the requirements of inferential statistics, a series of classical assumption tests are carried out. These tests consist of a normality test to determine whether the data follow a normal distribution, a multicollinearity test to identify any correlation among the independent variables, and a heteroscedasticity test to determine whether the residual variance remains consistent across observations.

After all the prerequisites of the assumption test were met, the analysis proceeded with simple and multiple linear regression. These methods were applied to examine the direction and extent to which competency and organizational culture affect employee work productivity. To measure the degree of closeness of the relationship between variables, correlation coefficient analysis was used, while the percentage of contribution of independent variables in

explaining the fluctuations of dependent variables was measured through the determination coefficient (R^2). The final stage of data processing was hypothesis testing which was carried out through a partial significance test (t-test) and a simultaneous significance test (F-test). The entire decision-making process in this hypothesis test was based on a significance or *alpha* level of 5% (0.05).

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1. Characteristics of Respondents

Characteristics	Categories	n	%
By Gender	Men – men	27	47.3
	Women	30	52.7
By Age	<20 years old	26	45.6
	21–30 years old	20	35.1
	31–40 years	7	12.3
	>41 years old	4	7.0
By Education Level	High School	15	26.3
	D3	8	14.0
	S1	32	56.1
	S2	2	3.5
Based on the Length of Bekarja	<1 year	8	14.0
	1–2 years	15	26.3
	3–4 years	32	56.1
	>5 years	2	3.5

Source : SPSS 26, 2026

Descriptive Analysis

Table 2. Descriptive Variables

Variable	Items	Red	Category
Competencies (X1)	10	3.76	Good
Organizational Culture (X2)	10	3.61	Good
Work Productivity (Y)	10	3.19	Not Good

Source : Data processed by the author, 2026

The questionnaire results show that the competency variable (X1) has an average score of 3.76, which falls into the good category. Similarly, organizational culture (X2) has an average score of 3.61 and is also categorized as good. In contrast, employee work productivity (Y) has an average score of 3.19, placing it in the poor category. These findings indicate that improvements in employee

productivity are still necessary. In particular, strengthening employee competencies and applying organizational culture more effectively may help improve the overall quality of work outcomes.

Data Reliability Test

Table 3. Instrument Reliability Test

Variable	Cronbach's Alpha	Criterion	Results
Competencies (X1)	0.900	> 0.60	Reliable
Organizational Culture (X2)	0.866	> 0.60	Reliable
Work Productivity (Y)	0.927	> 0.60	Reliable

Source : SPSS 26, 2026

Based on the data in the table above, it is known that the value of the alpha reliability coefficient (r) for all variables is greater than the required minimum value, which is 0.60. Thus, it can be concluded that all variables in this study have a good or reliable level of reliability so that they are suitable for use as a measurement instrument.

Classic Assumption Test

Table 4. Classical Assumption Test

Test	Indicator	Results	Decision
Normality	Asymp. Sig.	0.200	Normal
Multicollinearity	Tolerance / VIF	0.373 / 2.683	Multicollinearity does not occur
Heteroskedasticity	Glejser Sig. X1	0.846	Heteroscedasticity does not occur
	Glejser Sig. X2	0.414	Heteroscedasticity does not occur

Source : SPSS 26, 2026

The results from the classical assumption test in Table 4 show that the data meet the required assumptions. The normality test produces an Asymp. The significance value is 0.200, which is more than 0.05, meaning the data is normally distributed. The multicollinearity test shows a Tolerance value of 0.373, which is more than 0.10, and a VIF value of 2.683, which is less than 10. This indicates that there is no multicollinearity among the independent variables. At the same time, the heteroscedasticity test shows significance values of 0.846 for competency (X1) and 0.414 for organizational culture (X2), which are both greater than 0.05. The regression model doesn't show heteroscedasticity and satisfies all the usual assumptions required for further analysis.

Simple Linear Regression Analysis**Table 5. Simple Linear Regression**

Variable	Constant	Regression Coefficients	t count	Sig.
Competencies (X1)	7,539	0,881	20,884	0,000

Source : SPSS 26, 2026

Based on the results of simple linear regression, the regression equation $Y = 7.539 + 0.881X_1$ is obtained. A constant value of 7.539 indicates that if the competency is zero, then the employee's work productivity is 7.539. The competency regression coefficient of 0.881 indicates that every increase in competency by one unit will increase the employee's work productivity by 0.881.

Variable	Constant	Regression Coefficients	t count	Sig.
Organizational Culture (X2)	11,576	0,810	12,651	0,000

Source : SPSS 26, 2026

Based on the simple linear regression analysis, the regression equation obtained is $Y = 11.576 + 0.810X_2$. The constant value of 11.576 represents the level of work productivity when organizational culture is zero. Meanwhile, the regression coefficient of 0.810 indicates that every one-unit increase in organizational culture will increase employee work productivity by 0.810.

Simple Linear Regression Analysis**Table 6. Multiple Linear Regression**

Variable	B	Std. Error	Beta	t	Sig.
Constant	5.679	1.411	—	4.024	0.000
Competencies (X1)	0.650	0.057	0.695	11.336	0.000
Organizational Culture (X2)	0.293	0.058	0.312	5.090	0.000

Source : SPSS 26, 2026

Based on the results from the multiple linear regression analysis and the partial t-test shown in Table 5, the regression equation $Y = 5.679 + 0.650X_1 + 0.293X_2$ was developed. The competency regression coefficient (X_1) has a value of 0.650, which means that for every increase in competency, employee work productivity is expected to go up by 0.650, as long as other factors stay the same. Meanwhile, the coefficient for organizational culture (X_2) is 0.293, which means that when organizational culture improves, employee work productivity also increases by 0.293.

Analysis of Correlation Coefficients and Coefficients of Determination**Table 7. Correlation Coefficient and Coefficient of Determination**

Relationship	R	R ²	Interpretation
Competencies → Productivity	0.942	0.888 (88.8%)	Very powerful

Organizational Culture → Productivity	0.863	0.744 (74.4%)	Very powerful
X1 + X2 → Productivity	0.961	0.924 (92.4%)	Very powerful

Source : SPSS 26, 2026

Based on the results from the correlation analysis in Table 6, the competency variable (X1) has a strong connection with work productivity (Y), with a correlation value of 0.942. This indicates that there is a very strong link between having good competence and being productive at work. The determination coefficient shows a value of 0.888, which is 88.8%. This means that competence plays a big role, contributing 88.8% to how productive employees are at work.

Moreover, the connection between organizational culture (X2) and work productivity (Y) showed a correlation of 0.863, which falls into the very strong category. The determination coefficient is 0.744, which is 74.4%. This shows that organizational culture plays a big role in how productive employees are at work.

Simultaneously, organizational competence and culture on work productivity obtained a correlation value of 0.961, which is included in the very strong category. The determination coefficient was 0.924, which is 92.4%. This shows that organizational competence and culture together played a big role in employee work productivity, contributing 92.4%. The other 7.6% was affected by different factors that weren't part of this study.

Partial t-test

Table 8. Partial t-test

Coefficient						
Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.679	1.411		4.024	.000
	Competencies (X1)	.650	.057	.695	11.336	.000
	Organizational culture (X2)	.293	.058	.312	5.090	.000

a. Dependent Variable: Employee work productivity (Y)

Source : SPSS 26, 2026

The partial t-test results indicate that competency has a significant impact on employee work productivity. The calculated t-value is 11.336, which is higher than 2.004, and the significance level is 0.000, which is less than 0.05. So, H1 is accepted, which means that having good skills and abilities really makes a big difference in how productive an employee is at work. Similarly, the organization's culture has a big impact, with a t-value of 5.090, which is higher than 2.004, and a significance level of 0.000, which is lower than 0.05. Therefore, H2 is accepted, showing that organizational culture has a big impact on how productive employees are at work.

Simultaneous F Test**Table 9. Simultaneous F Test**

NEW ERA						
Models		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3682.254	2	1841.127	329.792	.000b
	Residual	301.465	54	5.583		
	Total	3983.719	56			
a. Dependent Variable: Employee work productivity (Y)						
b. Predictors: (Constant), Organizational culture (X2), Competencies (X1)						

Source : SPSS 26, 2026

The ANOVA test results show a calculated F-value of 329.792, while the F-table value at $\alpha = 0.05$ for $n = 54$ is 2.78. Since the F-value we calculated is higher than the F-table value (329.792 is greater than 2.78) and the significance level is 0.000, which is less than 0.05, we can conclude that both competency (X1) and organizational culture (X2) together have a significant impact on employee work productivity (Y).

CONCLUSION

After reviewing the analysis and discussion presented in the previous chapter, the researcher can draw several conclusions from the findings of this study. The main conclusions are presented as follows:

The regression analysis found that the t-value for competency is 11.336, which is larger than the t-value from the table, which is 2.004. This result is supported because the significance value is 0.000, which is less than 0.05. So, H_01 is rejected and H_{a1} is accepted, which means that competency has a big impact on how productive employees are at work.

The regression analysis found that the calculated t-value is 5.090, which is higher than the t-table value of 2.004. The significance level is 0.000, which is less than 0.05. So, H_02 is not correct and H_{a2} is true, which means that the culture of an organization has a big impact on how productive employees are at work.

The results from the ANOVA test show that the calculated F value is 329.792, which is much higher than the F value from the table at a 0.05 significance level with 54 samples, which is 2.78. The calculated F value is higher than the table F value ($329.792 > 2.78$) and the significance level is 0.000, which is less than 0.05, so the result is statistically significant. So, both competency (X1) and organizational culture (X2) together have a big impact on how productive employees are at work (Y).

LIMITATIONS

This research has been tried and carried out in accordance with scientific procedures, but nevertheless it still has limitations, namely:

The factors that affect this study consist of only three variables, namely competence and organizational culture towards employee work productivity. Meanwhile, there are many other factors that affect employee work productivity.

There are limitations of research using questionnaires, namely that sometimes the answers given by the sample do not show the actual situation.

ADVICE

The high and low work productivity of employees is influenced by many triggering factors. This is evident from the conclusions of the research results as described above. Some of the efforts that need to be made include the following:

Based on the results of the distribution of the questionnaire for the Competency variable, it can be concluded that the competencies in PT Abuba Area South Jakarta have the least weight is in statement 1 "I have the skills needed to carry out work tasks." namely in the indicator "Skills (Skill)" with the lowest average value of 3.37, this value in the range of 2.60 – 3.39 is included in the poor category, it can be said that employees are not able to have the required skills. Therefore, according to the author, companies are advised to increase efforts to develop employee competencies through various structured programs. One of the steps that can be taken is to organize training and development in accordance with job needs, both through internal and external training. This training is expected to be able to close the skill gap that employees have.

Based on the results of the distribution of the questionnaire for the Organizational culture variable, it can be concluded that the organizational culture in PT Abuba Area South Jakarta has the least weight is in statement 3 "Leaders like to develop and implement new things related to company activities even though they are risky.", namely in the indicator "Results-oriented" with the lowest average value of 3.33, this value in the range of 2.60 – 3.39 is included in the poor category, Leaders are advised to improve their ability to develop and implement innovations related to company activities, including the courage to make decisions that contain measurable risks. This can be done by strengthening insights through leadership training and innovation, following industry developments, and encouraging a work culture that is open to new ideas. In addition, leaders need to implement a good risk management approach, so that every innovation carried out remains within controllable limits. Organizational support is also important, such as providing space for experimentation, providing appreciation for new initiatives, and creating a work environment that supports creativity and learning from failure.

Based on the results of the distribution of the questionnaire for the variable Employee work productivity, it can be concluded that the work productivity of employees in PT Abuba Area South Jakarta has the least weight, which is in statement 4: "I carry out my work duties neatly and regularly. ", which is in the "Work Quality" indicator with the lowest average value of 2.81, this value in the range of 2.60 – 3.39 is included in the poor category, according to the author the

company is advised to improve work discipline and regularity through the implementation of a more structured work system. One of the efforts that can be made is to establish clear and detailed standard operating procedures (SOPs), so that employees have definite guidelines in completing each task. In addition, companies need to provide training related to time management, work management, and good administrative techniques so that employees are able to organize and complete work systematically. It is also important to implement a periodic supervision and evaluation system to ensure that work has been carried out in accordance with the expected standards of neatness and order.

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