

The Influence Of Organizational Culture, Work Environment, And Compensation On The Work Productivity Of Nagari Apparatus

Pengaruh Budaya Organisasi, Lingkungan Kerja, Dan Kompensasi Terhadap Produktivitas Kerja Perangkat Nagari

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ABSTRACT

This study aims to determine the influence of organizational culture, work environment, and compensation on the work productivity of the Nagari apparatus in West Tandikek, Padang Pariaman Regency, both partially and simultaneously. This research employed a descriptive quantitative approach. The population consisted of 42 respondents, and the sampling technique used was total sampling. Data were collected through questionnaires distributed to respondents using a Likert scale model. The data analysis methods included multiple linear regression analysis, t-test, F-test, and coefficient of determination analysis. The results of the multiple linear regression analysis produced the following equation: $Y = 13.996 + 0.36X_1 + 0.462X_2 + 0.424X_3 + e$. The results of the t-test revealed that organizational culture partially had no significant effect on work productivity because the calculated t-value was lower than the t-table value ($0.36 < 1.690$), despite a significance value of $0.01 < 0.05$. The work environment had a positive and significant effect on work productivity because the calculated t-value was greater than the t-table value ($3.075 > 1.690$) with a significance value of $0.004 < 0.05$. Likewise, compensation partially had a positive and significant effect on work productivity because the calculated t-value was greater than the t-table value ($3.076 > 1.690$) with a significance value of $0.004 < 0.05$. The F-test results indicated that organizational culture, work environment, and compensation simultaneously had a positive and significant effect on work productivity because the calculated F-value was greater than the F-table value ($14.946 > 2.87$) with a significance value of $0.000 < 0.05$. The coefficient of determination analysis showed an Adjusted R Square value of 0.524, indicating that organizational culture, work environment, and compensation contributed 52.4% to the work productivity of the West Tandikek Nagari apparatus, while the remaining 47.6% was explained by other variables not examined in this study.

Keywords: Organizational Culture, Work Environment, Compensation, Work Productivity, Nagari Apparatus.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh budaya organisasi, lingkungan kerja, dan kompensasi terhadap produktivitas kerja aparat Nagari di Tandikek Barat, Kabupaten Padang Pariaman, baik secara parsial maupun simultan. Penelitian ini menggunakan pendekatan kuantitatif deskriptif. Populasi terdiri dari 42 responden, dan teknik pengambilan sampel yang digunakan adalah total sampling. Data dikumpulkan melalui kuesioner yang dibagikan kepada responden menggunakan model skala Likert. Metode analisis data meliputi analisis regresi linier berganda, uji-t, uji-F, dan analisis koefisien determinasi. Hasil analisis regresi linier berganda menghasilkan persamaan sebagai berikut: $Y = 13,996 + 0,36X_1 + 0,462X_2 + 0,424X_3 + e$. Hasil uji-t menunjukkan bahwa budaya organisasi secara parsial tidak berpengaruh signifikan terhadap produktivitas kerja karena nilai t yang dihitung lebih rendah dari nilai t tabel ($0,36 < 1,690$), meskipun nilai signifikansi $0,01 < 0,05$. Lingkungan kerja memiliki pengaruh positif dan signifikan terhadap produktivitas kerja karena nilai t yang dihitung lebih besar dari nilai t tabel ($3,075 > 1,690$) dengan nilai signifikansi $0,004 < 0,05$. Demikian pula, kompensasi sebagian memiliki pengaruh positif dan signifikan terhadap produktivitas kerja karena nilai t yang dihitung lebih besar dari nilai t tabel ($3,076 > 1,690$) dengan nilai signifikansi $0,004 < 0,05$. Hasil uji F menunjukkan bahwa budaya organisasi, lingkungan kerja, dan kompensasi secara simultan memiliki pengaruh positif dan signifikan terhadap produktivitas kerja karena nilai F yang dihitung lebih besar dari nilai F tabel ($14,946 > 2,87$)

dengan nilai signifikansi $0,000 < 0,05$. Analisis koefisien determinasi menunjukkan nilai Adjusted R Square sebesar 0,524, yang mengindikasikan bahwa budaya organisasi, lingkungan kerja, dan kompensasi berkontribusi sebesar 52,4% terhadap produktivitas kerja aparat Nagari Tandikek Barat, sedangkan sisanya sebesar 47,6% dijelaskan oleh variabel lain yang tidak diteliti dalam studi ini.

Kata kunci: Budaya Organisasi, Lingkungan Kerja, Kompensasi, Produktivitas Kerja, Aparat Nagari.

1. Introduction

Human resources are an essential factor and serve as the primary implementers and drivers of various activities within an organization. Human resource management is the process of managing and coordinating human resources with the objective of achieving organizational goals and generating high levels of profit or benefits (Sabrina, 2021:1). In the Society 5.0 era, the concept of human resource management is no longer merely administratively oriented; rather, it focuses on treating human resources as human capital that must be developed, empowered, and provided with opportunities for innovation in order to cope with social and digital transformations (Kusumaningrum et al., 2023:118). High-quality human resources are those who are capable of adapting to change, accepting it, and embracing it as an integral part of an increasingly unpredictable environment (Zahari et al., 2022:32).

Work productivity is an important indicator in assessing the extent to which human resources are able to contribute to the achievement of organizational goals. Productivity not only reflects the quantity of work completed but also the efficiency in utilizing human resources. In the organizational context, productivity is regarded as one of the key factors determining an organization's competitiveness (Baskoro, 2025:44). Essentially, productivity is a general concept that applies to all organizational elements, as every activity requires productivity to achieve optimal results (Purnomo & Fatimah, 2021).

According to Valianti and Hamzah (2022:143), productivity can be defined as a behavior that continuously strives for self-improvement based on the principle that life processes should become better from day to day. Work productivity refers to the ability of individuals or groups to utilize available resources effectively in order to generate maximum output, both in terms of quantity and quality, within a specific period of time (Mahawati, 2021:148).

Based on the results of observations, several problems related to the work productivity of the West Tandikek Nagari apparatus were identified. One of the main issues is the lack of willingness among the Nagari apparatus to continuously learn and develop their competencies. The apparatus have not demonstrated sufficient initiative to participate in various training programs, workshops, or capacity-building activities that have been provided as efforts to strengthen human resources. They tend to maintain existing work patterns that they consider comfortable and are reluctant to adopt new methods that are more effective and relevant to current job demands. Such work attitudes cause the competencies of the Nagari apparatus to stagnate and limit their ability to adapt to changing responsibilities and community service needs. Furthermore, various self-development opportunities provided by the office, such as technical training, administrative mentoring, and other capacity-building programs, have not been utilized optimally by most of the Nagari apparatus. Some employees participate in these activities merely to fulfill formal requirements, without making serious efforts to understand, master, and apply the knowledge gained in their daily work. As a result, self-development programs that should directly contribute to increased productivity have not produced significant outcomes.

In addition, the relatively low quality of performance among the Nagari apparatus has become an important factor affecting the suboptimal implementation of Nagari governance. The quality of work demonstrated by the apparatus remains inconsistent in meeting established standards, particularly in terms of accuracy, precision, and neatness of work results. Many employees produce outputs of varying quality, creating discrepancies between expected and

actual performance. The lack of attention to detail and limited commitment to maintaining quality standards have resulted in some tasks being completed hastily without adequate verification procedures. Moreover, the absence of continuous efforts to improve work quality through performance evaluations, workflow improvements, and enhancements in task-completion techniques has prevented public services from reaching their full potential. This condition indicates that improving the performance quality of the Nagari apparatus is an urgent necessity to ensure greater work effectiveness and to strengthen public trust in the performance of the Nagari Government.

Based on the researcher's observations, the low work productivity of the Nagari apparatus is presumed to be influenced by several factors, including organizational culture, work environment, and compensation. As explained by Robbins and Judge (2017: 519–525), the factors affecting work productivity include motivation, job satisfaction, organizational culture, leadership, and the work environment. Furthermore, according to Dessler (2017: 70–90), the factors influencing employee productivity include compensation, training, motivation, and the work environment.

In the modern organizational world, organizational culture has become one of the key elements that determine long-term success. Organizational culture reflects the values, norms, beliefs, and behaviors that are shared among members of an organization (Tadius et al., 2023:2). Organizational culture can also be observed through the relationships among employees within the organization as well as their interactions with external parties, such as clients or customers (Nuryakin et al., 2022:11). In government institutions, organizational culture serves as an essential foundation for creating a professional, accountable bureaucracy that is oriented toward public service. This culture aims to develop civil servants who possess a strong work ethic, ethical behavior, and a commitment to serving the community (Tadius et al., 2023:31).

Based on observations, the organizational culture issues among the West Tandikek Nagari apparatus are reflected in the low level of self-awareness. This can be seen in the persistence of behaviors that violate workplace regulations, as well as the lack of willingness among Nagari officials to improve their competencies through training, self-directed learning, or the development of new skills required to support governmental performance. This weak sense of self-awareness causes the Nagari apparatus to perform their duties merely as a routine obligation, without making efforts to improve their personal capabilities or adapt their competencies to the evolving demands of their responsibilities. The limited willingness to improve themselves and the lack of compliance with established work standards have prevented the optimal utilization of opportunities to enhance the quality of public services. In addition, the weak initiative to innovate in work methods further indicates that the performance of the personnel has not yet reached its full potential. This condition constitutes a significant obstacle to the realization of a more professional, disciplined, and service-oriented Nagari governance system aimed at improving the quality of services provided to the community in West Tandikek Nagari.

A conducive work environment is one that can enhance employees' work productivity by making them feel safe, comfortable, free from disturbances, and satisfied in their workplace, while also enabling them to concentrate on their tasks with adequate facility support (Purnomo & Fatimah, 2021).

However, based on observations, several issues related to the work environment have been identified. Uncomfortable working conditions, such as limited office space, inadequate lighting, and high room temperatures due to the absence of air conditioning, have reduced the ability of the Nagari apparatus to perform their duties and responsibilities effectively. Furthermore, the lack of adequate work facilities has become a significant problem at the West Tandikek Wali Nagari Office. The available facilities are considered insufficient to support smooth work operations, including the absence of air-conditioning systems that would create a more

comfortable working atmosphere, as well as toilet facilities that are not yet in proper condition for use. These unfavorable working conditions and inadequate facilities negatively affect the comfort and effectiveness of the Nagari apparatus in carrying out their duties. Consequently, they have the potential to hinder employee productivity and reduce the quality of public services provided to the community.

In addition to organizational culture and the work environment, compensation also influences the work productivity of the Nagari apparatus in West Tandikek, Padang Pariaman Regency. Based on previous research conducted by Salman, a student of the Faculty of Economics at Universitas Tamansiswa Padang, the compensation received by the Nagari apparatus showed that 97.6% of the employees earned an income below the Provincial Minimum Wage (PMW) (< IDR 2,999,999), while the remaining 2.4% earned between IDR 3,000,000 and IDR 4,000,000.

Based on the explanation above, this study examines how various dimensions of good Nagari governance influence the work productivity of the Nagari apparatus and evaluates whether the long-term objectives of the Nagari can be achieved.

2. Theoretical Framework

Organizational Culture

According to Robbins, as cited in Sariwulan and Ghofar (2024:83), **organizational culture** is a system of shared meanings held by members that distinguishes one organization from another. When examined more closely, this system of shared meanings represents a set of key characteristics that are valued by an organization. Organizational culture is the result of a process of integrating and blending the cultural styles and behaviors previously brought by individuals into a new set of norms and philosophies, which generate collective energy and pride in facing challenges and pursuing specific goals (Edison, Anwar, & Komariyah, 2022:119). Organizational culture is also defined as a pattern of basic assumptions that is discovered, developed, and taught to new members as the correct way to perceive, think, and respond to both the internal and external environments of the organization (Luthans, 2021). According to Febriani et al. (2023), organizational culture can be interpreted as the values embraced by organizational members that guide their behavior within the organization. Essentially, culture is an important factor in determining an organization's success in achieving its objectives. Wardhana et al. (2021) state that organizational culture is a unity of various thoughts, assumptions, values, expectations, attitudes, and norms that bind an organization together. Meanwhile, Mangkunegara (2021:113) defines organizational culture as a set of assumptions or a system of beliefs, values, and norms developed within an organization that serves as a behavioral guide for its members in addressing both external adaptation and internal integration issues.

Organizational culture plays an important role in organizational management. According to Wahyudin et al. (2023:84), there are several key roles of organizational culture, including: **1). Establishing Organizational Identity**, Organizational culture provides a unique identity for a company, distinguishing it from other organizations. This identity not only influences public perception but also attracts prospective employees whose values align with those of the organization; **2). Strengthening Commitment** By creating a sense of belonging and involvement, organizational culture can enhance employees' commitment to the company's goals and values. Employees who feel connected to the organizational culture tend to be more enthusiastic, productive, and likely to remain with the organization for a longer period; **3). Guiding Behavior**, Organizational culture serves as a guideline for employees in making decisions and behaving in the workplace. Cultural norms and values provide direction regarding what is considered right or wrong, important or unimportant, and acceptable or unacceptable behavior; **4). Facilitating Communication and Coordination**, A strong organizational culture can facilitate effective communication and coordination among

departments or teams. It creates an environment in which information can flow freely, thereby promoting collaboration and facilitating problem-solving. Meanwhile, the indicators of organizational culture consist of: 1). Self-awareness, 2). Aggressiveness, 3). Personality, 4). Member Performance, 5). Team Orientation (Edison, Anwar, & Komariyah, 2022:131).

Work Environment

The work environment refers to everything surrounding employees while they are working, whether in physical or non-physical forms, directly or indirectly, that can influence both the employees themselves and their work performance (Budiasa, 2021:39). A favorable work environment is one of the supporting factors that enhance employee productivity. The suitability of the work environment can be observed over time, as poor environmental conditions may require employees to expend more effort and time in performing their tasks and may hinder the development of an efficient work system. Many factors influence the formation of a particular work environment condition. Therefore, organizations need to pay close attention to both physical and non-physical aspects of the workplace in order to create a conducive atmosphere that supports employee performance and organizational effectiveness.

Aspects of the Work Environment

The work environment can be divided into several aspects that shape its overall condition. According to Afandi (2020:69), the aspects of the work environment include the following: **1).**

Work

Services,

Work services are among the most important aspects that any organization must provide to ensure employee comfort. Good services provided by an organization can increase employees' enthusiasm for their work, foster a sense of responsibility in completing tasks, and help maintain the organization's reputation through employee productivity and service-oriented behavior. **2).**

Working Conditions, Employee working conditions should be optimized by organizational management to enable employees to work comfortably and efficiently. These conditions include adequate lighting, appropriate temperature, controllable noise levels, suitable color effects, and sufficient workspace to allow employee movement and ensure workplace safety. **3).**

Employee Relations

Employee relations play a significant role in determining work productivity. This is because motivation, enthusiasm, and job satisfaction are closely related to harmonious relationships among coworkers. Poor relationships among employees can reduce motivation and work enthusiasm, which may ultimately lead to lower productivity. Meanwhile, the **indicators of the work environment** are: 1). Work Atmosphere; 2). Availability of Work Facilities; 3). Occupational Safety and Security; 4). Relationships with Coworkers; 5). Fairness in the Work Environment.

Compensation

Compensation refers to all forms of income, whether direct or indirect monetary payments, received by employees as remuneration for the services they provide to an organization (Handaru et al., 2019:24). Based on the results of an interview with one of the employees, compensation for carrying out duties at the Sungai Lansek Wali Nagari Office in Sijunjung Regency is generally still below the Regional Minimum Wage (RMW). In addition, some employees perceive that workplace facilities are distributed unfairly compared to those received by other employees. The rate of increase in compensation is considerably slower than the rapid rise in the cost of living currently being experienced. Compensation for employees at the Sungai Lansek Wali Nagari Office in Sijunjung Regency has not received sufficient attention from management. This can also be observed from the fact that several employees have not yet received fair compensation in terms of bonuses and incentives. Therefore, organizations should ensure fairness in providing compensation that corresponds to employees' performance and

workload. According to Sinambela (2016:235), the indicators of compensation include: 1). Wages and Salaries; 2) Incentives; 3). Benefits (Allowance).

Hypothesis Development

The influence of organizational culture on employee work productivity has been demonstrated in the study conducted by Ramlah P., Aryati Arfah, and M. Ari, published in the *E-Jurnal Manajemen Informatika Komputer (REMIK)*, Volume 7, Number 3, August 2023. The statistical analysis results indicated a positive and significant relationship between organizational culture and employee work productivity. These findings emphasize the importance of organizational culture in enhancing employee productivity. Furthermore, a study conducted by Enggana, Darwin, Efendi, and Julyanthry, published in the *SULTANIST Journal of Management and Finance*, Vol. 6, No. 1, June 2017, entitled *The Influence of Organizational Culture and Work Discipline on Employee Work Productivity at PT Bank Mestika Dharma, Tbk., Pematangsiantar Branch*, found the following multiple linear regression equation: $Y=5.819+0.689X_1+0.192X_2+e$. This result indicates that if organizational culture increases by one unit, employee work productivity will increase by 0.689 units or 68.9%. In addition, a study conducted by Maludin Panjaitan in the *Journal of Management* (Volume 3, No. 2) found that the work environment contributed 12.6% to employee work productivity. Furthermore, research conducted by Cici Rahma Damayanti and Fizi Fauziya, published in the *Study and Management Journal*, Volume 8, No. 1, 2025, revealed that the work environment had an influence of 47.7% on employee productivity.

Meanwhile, research on the effect of compensation on work productivity was conducted by Meimun Hamzah, Abd. Rahman Pakaya, and Raflin Hinelu in the *Journal of Management (YUME)*, Vol. 6, No. 2, 2023. The results of the regression analysis and t-test showed that compensation had a positive effect on employee work productivity, as indicated by a calculated t-value of 4.912, which was greater than the t-table value of 1.675 at a significance level of 0.05. This means that the compensation variable had a positive and significant effect on the work productivity of employees of the Regional Water Supply Company (PDAM) of Gorontalo City. Based on the theoretical framework and findings of previous studies, the following hypotheses are proposed:

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

H2: The work environment has a positive and significant effect on employee work productivity.

H3: Compensation has a positive and significant effect on employee work productivity.

H4: Organizational culture, work environment, and compensation simultaneously have a positive and significant effect on employee work productivity.

3. Methodology

This study employed a **descriptive quantitative research design** using a questionnaire as the primary data collection instrument. Respondents' answers were collected using a **Likert scale**. The population consisted of **39 West Tandikek Nagari apparatus**, and due to the relatively small population size, a **total sampling technique** was applied. Under this sampling method, all members of the population were included in the sample. The research instruments completed by the respondents were tested to ensure their **validity and reliability** through validity and reliability testing. Multiple linear regression analysis was then employed to determine the effect of the independent variables on the dependent variable. Hypothesis testing was conducted using the **t-test** and **F-test**, while the **coefficient of determination (R²) test** was used to assess the extent to which the independent variables explained the dependent variable. All statistical analyses were performed using **SPSS version 26.0**.

Research Results And Discussion

1. Research Results

1) Instrument Testing Results

a. Validity Test Results

1. Based on the validity test results, all **15 Organizational Culture (X₁)** instrument items were declared valid because their corrected item-total correlation values were greater than **0.300**.
2. Based on the validity test results, all **15 Work Environment (X₂)** instrument items were declared valid because their corrected item-total correlation values were greater than **0.300**.
3. Based on the validity test results, all **12 Compensation (X₃)** instrument items were declared valid because their corrected item-total correlation values were greater than **0.300**.
4. Based on the validity test results, all **16 Work Productivity (Y)** instrument items were declared valid because their corrected item-total correlation values were greater than **0.300**.

b. Reliability Test Results

All research variables were proven to be reliable. This was indicated by the **Cronbach's Alpha** values, which were greater than **0.600** for all variables.

2) Descriptive Analysis Results of the Research Variables

a. Organizational Culture (X₁)

Based on the research findings, the Organizational Culture variable of the West Tandikek Nagari apparatus, consisting of 15 questionnaire items, obtained a mean score of **4.25** with a **Respondent Achievement Level (TCR)** of **84.99%**. This indicates that the Organizational Culture variable falls into the **Very Good** category.

b. Work Environment (X₂)

Based on the research findings, the Work Environment variable of the West Tandikek Nagari apparatus, consisting of 15 questionnaire items, obtained a mean score of **4.39** with a **Respondent Achievement Level (TCR)** of **87.88%**. This indicates that the Work Environment variable falls into the **Very Good** category.

c. Compensation (X₃)

Based on the research findings, the Compensation variable of the West Tandikek Nagari apparatus, consisting of 16 questionnaire items, obtained a mean score of **4.35** with a **Respondent Achievement Level (TCR)** of **85.85%**. This indicates that the Compensation variable falls into the **Very Good** category.

d. Work Productivity (Y)

Based on the research findings, the Work Productivity variable of the West Tandikek Nagari apparatus, consisting of 16 questionnaire items, obtained a mean score of **4.29** with a **Respondent Achievement Level (TCR)** of **87.00%**. This indicates that the Work Productivity variable falls into the **Very Good** category.

3) Quantitative Analysis Results of the Research Variables

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effect of the independent variables on the dependent variable. The independent variables in this study were **Organizational Culture**, **Work Environment**, and **Compensation**, while the dependent variable was **Work Productivity**.

The analysis of the effects of Organizational Culture, Work Environment, and Compensation on the Work Productivity of the West Tandikek Nagari apparatus is presented as follows:

Table 1. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	: 13.996	: 13.343	:	:	2.871	: .301
Organizational Culture	: .036	: .142	: .029	:	2.254	: .011
Work Environment	: .462	: .150	: .427	:	3.075	: .004
Compensation	: .424	: .138	: .422	:	3.076	: .004

Source: Processed Data, 2026

Based on **Table 1**, the following multiple linear regression equation can be formulated:

$$Y = 13.996 + 0.36X_1 + 0.462X_2 + 0.424X_3 + e$$

The interpretation of the equation is as follows:

a. Constant Value

The constant value is **13.996**, which means that if Organizational Culture, Work Environment, and Compensation do not exist ($X_1 = X_2 = X_3 = 0$), the Work Productivity of the West Tandikek Nagari Apparatus would have a value of **13.996 units**. This indicates that the baseline level of work productivity is **13.996%**.

b. Organizational Culture Regression Coefficient (X_1)

The regression coefficient for the Organizational Culture variable is **0.236**, which is positive. This means that a one-unit increase in Organizational Culture will result in an increase of **0.236 units** or **23.6%** in the Work Productivity of the Nagari Apparatus, assuming that the other variables remain constant or equal to zero.

c. Work Environment Regression Coefficient (X_2)

The regression coefficient for the Work Environment variable is **0.462**, which is positive. This means that a one-unit increase in the Work Environment will result in an increase of **0.462 units** or **46.2%** in the Work Productivity of the Nagari Apparatus, assuming that the other variables remain constant or equal to zero.

d. Compensation Regression Coefficient (X_3)

The regression coefficient for the Compensation variable is **0.424**, which is positive. This means that a one-unit increase in Compensation will result in an increase of **0.424 units** or **42.4%** in the Work Productivity of the Nagari Apparatus, assuming that the other variables remain constant or equal to zero.

Hypothesis Testing

t-Test Results

Table 1. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	: 13.996	: 13.343	:	:	2.871	: .301
Organizational Culture	: .036	: .142	: .029	:	2.254	: .011
Work Environment	: .462	: .150	: .427	:	3.075	: .004
Compensation	: .424	: .138	: .422	:	3.076	: .004

Source: Processed Data, 2026

The results of the t-test are presented as follows:

- a. The calculated t-value for the Organizational Culture variable was 0.363, which was lower than the t-table value of 1.690, with a significance value of $0.010 < 0.05$. With $df = 39 - 4 = 35$, the t-table value was 1.690. Based on these results, it can be seen that $t\text{-count} < t\text{-table}$ ($0.363 < 1.690$). Therefore, H_1 was rejected and H_0 was accepted. It can be concluded that Organizational Culture does not have a partial effect on the Work Productivity of the West Tandikek Nagari Apparatus.
- b. The calculated t-value for the Work Environment variable was 4.620, which was greater than the t-table value of 1.690, with a significance value of $0.004 < 0.05$. With $df = 39 - 4 = 35$, the t-table value was 1.690. Based on these results, it can be seen that $t\text{-count} > t\text{-table}$ ($4.620 > 1.690$). Therefore, H_0 was rejected and H_2 was accepted. It can be concluded that the Work Environment has a significant partial effect on the Work Productivity of the West Tandikek Nagari Apparatus.
- c. The calculated t-value for the Compensation variable was greater than the t-table value ($t\text{-count} = 3.076 > t\text{-table} = 1.690$) with a significance value of $0.004 < 0.05$. Therefore, H_0 was rejected and H_3 was accepted. It can be concluded that Compensation has a positive and significant partial effect on the Work Productivity of the West Tandikek Nagari Apparatus.

F-Test Results

The F-test results are shown in the table below:

Table 4. Hasil Uji F (Simultan)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	579.751	3	193.250	14.946	.000 ^b
	Residual	452.557	35	12.930		
	Total	1032.308	38			

a. Dependent Variable: Produktivitas Kerja (Y)
 b. Predictors: (Constant), Lingkungan Kerja (X2), Budaya Organisasi (X1)

F-Test Results

Based on the test results presented in Table 4.16, it can be seen that the calculated F-value (F-count) is 14.946. The F-table value was determined using $df_1 = k - 1$ ($4 - 1 = 3$) and $df_2 = n - k$ ($39 - 4 = 35$), resulting in an F-table value of 2.485. Since $F\text{-count} > F\text{-table}$ ($14.946 > 2.485$) and the significance level is $0.000 < 0.05$, H_0 is rejected and H_4 is accepted.

Therefore, it can be concluded that Organizational Culture (X_1), Work Environment (X_2), and Compensation (X_3) simultaneously have a positive and significant effect on the Work Productivity (Y) of the West Tandikek Nagari Apparatus in Padang Pariaman Regency.

Coefficient of Determination (R²) Test Results

The results of the coefficient of determination (R²) test are presented as follows:

Table 5. Coefficient of Determination (R2) Test

Model	: R	: R Square	: Adjusted R Square	: Std. Error of the Estimate
1	: .479 ^a	: .562	: .524	: 3.596

Source: Processed Data, 2026

Coefficient of Determination (R²) Test Results

Based on Table 4, the coefficient of determination for the Work Productivity of the West Tandikek Nagari Apparatus is indicated by an Adjusted R Square value of 0.524. This means that Organizational Culture, Work Environment, and Compensation explain 52.4% of the variation in the Work Productivity of the West Tandikek Nagari Apparatus, while the remaining 47.6% is explained by other variables that were not examined in this study.

Note: Because the Adjusted R Square value is 0.524, the contribution of the independent variables is 52.4%, not 47.6%. The remaining unexplained portion is 47.6%. This interpretation is consistent with the statistical result.

Discussion of Research Findings

1. The Effect of Organizational Culture on the Work Productivity of Nagari Apparatus at the West Tandikek Wali Nagari Office, Padang Pariaman Regency.

The t-test results indicated that the calculated t-value for the Organizational Culture variable was **0.363**, which was lower than the t-table value of **1.690**, with a significance value of **0.010 < 0.05**. With $df = 39 - 4 = 35$, the t-table value was **1.690**. Based on these results, it can be observed that **t-count < t-table (0.363 < 1.690)**. Therefore, **H₁ was rejected and H₀ was accepted**. It can be concluded that **Organizational Culture does not have a direct or significant partial effect on the Work Productivity of the West Tandikek Nagari Apparatus**. Accordingly, the acceptance of **H₀** and the rejection of **H₁** indicate that Organizational Culture does not significantly influence the Work Productivity of the Nagari apparatus at the West Tandikek Wali Nagari Office. Empirically, the findings suggest that a positive organizational culture, reflected in self-awareness, aggressiveness, personality, member performance, and team orientation, has not been sufficient to produce a significant effect on employee productivity. Although organizational culture is systematically designed and consistently implemented, its impact on work productivity may depend on the presence of other supporting organizational factors.

The results of this study are supported by the findings of Kuncoro et al. in their study entitled "*The Influence of Organizational Culture, Training, and Work Motivation on Work Productivity (A Case Study at PT Kenbry Marmer Pratama, Tangerang City)*". The study found that **organizational culture did not have a significant effect on work productivity** (*Jurnal Publikasi Ekonomi dan Akuntansi (JUPEA)*, Vol. 4, No. 1, January 2024). These findings are consistent with the results of the present study, which indicate that organizational culture is not a significant determinant of employee work productivity.

2. The Effect of the Work Environment on the Work Productivity of Nagari Apparatus at the West Tandikek Wali Nagari Office, Padang Pariaman Regency.

The t-test results showed that the calculated t-value for the Work Environment variable was 4.620, which was greater than the t-table value of 1.690, with a significance value of $0.004 < 0.05$. With $df = 39 - 4 = 35$, the t-table value was 1.690. Based on these results, it can be observed that **t-count > t-table (4.620 > 1.690)**. Therefore, **H₀ was rejected and H₂ was accepted**. It can be concluded that the Work Environment has a significant partial effect on the Work Productivity of the West Tandikek Nagari Apparatus.

Based on these findings, **H₀ was rejected and H₂ was accepted**, indicating that the Work Environment has a positive and significant partial effect on the work productivity of the Nagari apparatus. These findings suggest that the better the working environment, including physical comfort, interpersonal relationships among employees, and a conducive workplace

atmosphere, the higher the level of work productivity achieved by the personnel at the West Tandikek Wali Nagari Office.

The results of this study are consistent with the findings of research conducted by Amuntai et al., which demonstrated that the work environment has a positive effect on employee productivity (*Jurnal Ilmiah Riset Manajemen*, Vol. 2, No. 1, 2024). These findings further support the view that a favorable work environment is an important factor in enhancing employee productivity and organizational performance.

3. The Effect of Compensation on the Work Productivity of Nagari Apparatus at the West Tandikek Wali Nagari Office, Padang Pariaman Regency.

The t-test results showed that the calculated t-value for the Compensation variable was greater than the t-table value ($4.240 > 1.660$) with a significance value of $0.004 < 0.05$. With $df = 39 - 4 = 35$, the t-table value was 1.660 . Based on these results, it can be observed that **t-count > t-table ($4.240 > 1.660$)**. Therefore, **H₀ was rejected and H₃ was accepted**. It can be concluded that **Compensation has a significant partial effect on the Work Productivity of the West Tandikek Nagari Apparatus**.

These findings indicate that compensation plays an important role in improving employee productivity. Adequate and fair compensation can encourage employees to perform their duties more effectively and efficiently, thereby contributing to higher levels of work productivity.

This study is supported by the opinion of **Malayu S.P. Hasibuan (2002:121)**, who states that compensation has a significant influence on work productivity. The objectives of compensation may vary across organizations depending on their interests and policies. Compensation can be viewed as a form of motivation or incentive provided by an organization to enhance employee productivity. The objectives of compensation include: 1). **Establishing a Cooperative Relationship**. Through compensation, a formal working relationship is established between employers and employees. Employees are required to perform their duties properly, while employers are obligated to provide compensation in accordance with the agreed terms; 2). **Enhancing Job Satisfaction**, Compensation enables employees to fulfill their physical, social, and psychological needs, thereby increasing their level of job satisfaction; 3). **Facilitating Effective Recruitment** If a compensation program is sufficiently attractive, organizations can more easily recruit qualified and competent employees; 4). **Increasing Motivation**. Motivation is a factor that encourages individuals to perform certain actions. Employee motivation is crucial because it directly affects organizational productivity. Without sufficient motivation, employees may be less willing to contribute effectively toward achieving organizational goals; 5). **Maintaining Employee Stability**. A compensation system based on fairness, adequacy, and external competitiveness can improve employee retention and reduce turnover, thereby promoting workforce stability. The results of this study are also supported by the findings of research conducted by Indriasari, which revealed that compensation has an effect on work productivity, as published in the *Journal of Economics*, Volume 20, Number 1, February 2018, Copyright © 2018, by the Graduate Program, University.

4. The Influence of Organizational Culture, Work Environment, and Compensation on the Work Productivity of Nagari Officials at the West Tandikek Nagari Office, Padang Pariaman Regency

Based on the test results presented in Table 4.16, the calculated F-value (F-count) was 452.557, while the F-table value with $df_1 = k - 1 (2 - 1 = 1)$ and $df_2 = n - k (39 - 3 - 1 = 35)$ was 2.485. Therefore, $F\text{-count} > F\text{-table} (452.557 > 2.485)$, and the significance level was $0.000 < 0.05$. Thus, H_0 is rejected and H_4 is accepted. It can be concluded that the variables of Organizational Culture (X1), Work Environment (X2), and Compensation (X4) simultaneously have a positive and significant effect on the Work Productivity (Y) of the Nagari officials of

West Tandikek, Padang Pariaman Regency. Therefore, hypothesis H0 is rejected and H4 is accepted.

Various previous studies have shown that employee productivity is influenced by the work environment, organizational culture, compensation, and workload. An unorganized work environment, limited workspace, or inadequate supporting facilities can reduce employee performance (Yuliawan & Nurrohman, 2021). A weak organizational culture may hinder goal alignment and work motivation (Robbins, cited in Dewi, 2021). Unfair compensation or compensation that is not performance-based has been proven to decrease employee motivation and productivity (Zaelani et al., 2024). Meanwhile, excessive or disproportionate workloads can lead to work-related stress and reduce employee effectiveness (Munandar, cited in Trisnawaty & Parwoto, 2020).

Implications of the Research Findings

Based on the hypothesis testing, discussion, and research findings, this study concludes that Organizational Culture does not have a positive and significant effect on the Productivity of Nagari Officials. Therefore, it can be concluded that the organizational culture at the West Tandikek Nagari Office, Padang Pariaman Regency, does not directly affect the productivity of Nagari officials. However, the Head of the Nagari (Wali Nagari) should still pay attention to and improve the organizational culture among Nagari officials, as a strong organizational culture contributes to the development of a well-functioning and effective organization. Similarly, the Work Environment has a positive and significant influence on employee performance. This indicates that Nagari officials who work in a supportive and conducive environment tend to demonstrate higher performance, and vice versa. Therefore, the Wali Nagari should pay close attention to improving the work environment of Nagari officials so that they can perform their duties optimally.

Likewise, Compensation affects Work Productivity, meaning that Nagari officials who receive compensation that is appropriate to their needs are likely to achieve higher levels of productivity. Therefore, the Wali Nagari should plan and implement improvements in the compensation provided to Nagari officials. Such improvements can foster a stronger sense of loyalty among Nagari officials in West Tandikek, Padang Pariaman Regency.

4. Conclusion

Based on the results of the study on the influence of organizational culture, work environment, and compensation on the work productivity of Nagari officials, the following conclusions can be drawn:

1. The calculated t-value for the Organizational Culture variable was 0.63, which is lower than the t-table value of 1.690, with a significance value of $0.003 < 0.05$. With $df = 39 - 4 = 35$, the t-table value is 1.660. Based on these results, it can be seen that $t\text{-count} < t\text{-table}$ ($0.63 < 1.690$). Therefore, H1 is rejected and H0 is accepted. It can be concluded that Organizational Culture does not have a partial effect on the work productivity of the Nagari officials of West Tandikek.
2. The calculated t-value for the Work Environment variable was greater than the t-table value ($4.62 > 1.690$), with a significance value of $0.004 < 0.05$. With $df = 39 - 4 = 35$, the t-table value is 1.660. Based on these results, it can be seen that $t\text{-count} > t\text{-table}$ ($4.62 > 1.690$). Therefore, H0 is rejected and H2 is accepted. It can be concluded that the Work Environment

has a significant partial effect on the work productivity of the Nagari officials of West Tandikek.

3. The calculated t-value for the Compensation variable was greater than the t-table value ($4.24 > 1.660$), with a significance value of $0.004 < 0.05$. With $df = 39 - 4 = 35$. Based on these results, it can be seen that $t\text{-count} > t\text{-table}$ ($4.24 > 1.660$). Therefore, H_0 is rejected and H_3 is accepted. It can be concluded that Compensation has a significant partial effect on the work productivity of the Nagari officials of West Tandikek.
4. Based on the test results presented in Table 4.16, the calculated F-value (F-count) was 452.557, while the F-table value with $df_1 = k - 1$ ($2 - 1 = 1$) and $df_2 = n - k$ ($39 - 3 - 1 = 35$) was 2.485. Thus, $F\text{-count} > F\text{-table}$ ($452.557 > 2.485$), and the significance level was $0.000 < 0.05$. Therefore, H_0 is rejected and H_4 is accepted. It can be concluded that Organizational Culture (X1), Work Environment (X2), and Compensation (X3) simultaneously have a positive and significant effect on the Work Productivity (Y) of the Nagari officials of West Tandikek, Padang Pariaman Regency.

Recommendations

Based on the results and conclusions of this study, it is recommended that policymakers in Tandikek Barat Nagari, Padang Pariaman Regency, pay greater attention to organizational culture by improving employees' attendance and enhancing both the physical and non-physical work environment. Most importantly, efforts to increase the work productivity of Nagari officials should be prioritized. The recommendations are presented in detail as follows:

1. For the Office of the Wali Nagari of Tandikek Barat, Padang Pariaman Regency.
Based on the research findings indicating that Organizational Culture and Work Environment have a positive and significant effect on Work Productivity, it is recommended that the Office of the Wali Nagari of Tandikek Barat continue to maintain and strengthen its existing organizational culture, including self-awareness, aggressiveness, personality, performance, and team orientation. With regard to the work environment, the Office of the Wali Nagari of Tandikek Barat is also advised to continuously maintain and improve a conducive working environment, both physically and non-physically. Most importantly, future efforts should focus on increasing the compensation provided to Nagari officials, as the research findings reveal that many officials still earn incomes below the Regional Minimum Wage (RMW).
2. For Nagari Officials
Nagari officials are encouraged to continuously enhance their self-awareness, performance, and commitment to organizational cultural values in carrying out their duties. They should also strive to maintain a conducive work environment, both physical and non-physical, so that work productivity can continue to improve and organizational goals can be achieved optimally.
3. For Future Researchers
Future researchers are encouraged to incorporate additional variables that may influence work productivity, such as work motivation, leadership, or job satisfaction. Furthermore, future studies are advised to expand the research scope or increase the sample size so that the findings can be generalized more broadly.

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