THE ROLE OF ORGANIZATIONAL COMMITMENT JOB SATISFACTION AND ORGANIZATIONAL CULTURE ON WORK PRODUCTIVITY: CASE STUDY OF INDONESIAN MIGRANT WORKER PLACEMENT COMPANIES IN WEST NUSA TENGGARA

Taufik Hidayat Pulungan[1]
Universitas Mataram, Mataram, Indonesia
pulunganhidayat14@gmail.com

Abdul Aziz Bagis[2]
Universitas Mataram, Mataram, Indonesia
azis.bagis@unram.ac.id

Santi Nururly[3]
Universitas Mataram, Mataram, Indonesia
snururly@unram.ac.id

Abstract

This study aims to examine the moderating role of organizational culture on the influence of organizational commitment and job satisfaction on work productivity. The research employs a causal-associative design with a quantitative approach. Data were collected using a census method involving 86 respondents from 13 companies within the Indonesian Migrant Worker Placement Centers (P3MI) in West Nusa Tenggara (NTB). The data analysis technique applied was PLS-SEM using Smart-PLS version 3 software. The findings indicate that organizational commitment has a significant positive effect on work productivity, and job satisfaction also has a significant positive effect on work productivity. Furthermore, organizational culture strengthens the influence of organizational commitment on work productivity, as well as the influence of job satisfaction on work productivity. Among these factors, job satisfaction emerges as a particularly critical determinant in enhancing employee productivity. Therefore, companies need to consistently maintain and improve managerial practices that foster job satisfaction, such as providing fair rewards, creating opportunities for career development, and building a supportive organizational culture along with a conducive work environment.

Keywords: Work Productivity, Organizational Commitment, Job Satisfaction, Organizational Culture

INTRODUCTION

In today's dynamic organizational environment, human resources play a crucial role in determining the effectiveness and success of a company. The performance and quality of employees directly impact organizational progress. If employees demonstrate good performance, it will support organizational goals and growth, whereas poor performance will result in decline (Rivai & Sagala, 2010). Therefore, employees are recognized as a key element in organizational success and sustainability. Employee management is an essential function of leaders, managers, and human resource practitioners. Proper management ensures that employees can fully contribute to organizational goals while simultaneously receiving fair treatment (Widodo, 2015). According to employee management has three main objectives, namely increasing productivity, improving quality of work life, and ensuring compliance with legal aspects (Priyono, 2010).

Productivity itself reflects an employee's or group's ability to produce outputs within the available time and resources. It is often used as a main indicator of organizational performance (Robbins & Judge, 2013). Factors such as individual ability, work discipline, job satisfaction, and compensation systems influence productivity (Hasibuan, 2007). In essence, productivity becomes a measure of efficiency and effectiveness in task execution that ultimately impacts overall organizational performance (Mangkunegara, 2005). In addition to productivity, organizational commitment is also crucial because it reflects the attachment of employees to the organization, its goals, and their desire to remain within the organization (Robbins & Judge, 2008). Strong organizational commitment is a valuable asset that fosters resilience, reduces operational costs, and minimizes conflict (Toegijono, 2007). Empirical studies further support the positive and significant influence of organizational commitment on employee productivity (Destyana et al., 2023; Emor et al., 2017; Al Aziz & Mahfudiyanto, 2020).

Job satisfaction is another important factor that influences employee productivity. It reflects how far work fulfills employee needs (Locke, 1976) and is often seen through morale, discipline, and achievement (Hasibuan, 2007). Indicators of job satisfaction include the work itself, supervision, coworkers, promotion, and compensation (Smith, Kendall, & Hulin, 1965). Studies consistently show a significant positive relationship between job satisfaction and productivity (Judge et al., 2001; Muayyad & Gawi, 2016; Saari & Judge, 2004). Alongside job satisfaction, organizational culture also plays a vital role. Organizational culture is defined as a set of values, rules, and norms shaping how employees think and behave (Colquitt et al., 2015; Armstrong, 2019; McShane & Glinow, 2018). Factors such as communication, motivation, organizational characteristics, administrative processes, and structure strongly influence the development of culture (Mondy & Noe, 2011). Several studies confirm its role as a moderating variable that strengthens the relationship between organizational factors and productivity (Zai et al., 2009; Redjeki et al., 2021).

This study is conducted in the context of Perusahaan Penempatan Pekerja Migran Indonesia (P3MI) in Nusa Tenggara Barat (NTB), which consists of 13 officially licensed companies responsible for recruiting, training, and placing Indonesian migrant workers abroad. These companies play a vital role in providing employment opportunities, increasing household income through remittances, and supporting regional economic growth (BP2MI, 2025). In 2024, the 13 companies contributed to the placement of 14,715 migrant workers, accounting for 69.24 percent of the total 21,252 workers deployed abroad from NTB. This

significant contribution highlights the importance of studying factors influencing productivity within these organizations.

However, observations reveal several phenomena that indicate room for improvement. In terms of organizational commitment, some employees perceive limited career development opportunities and insufficient long-term incentives, which reduce their willingness to remain within the company. Regarding job satisfaction, social relations with colleagues and supervisors are considered strong, but other aspects such as promotion and compensation remain underdeveloped. From the perspective of organizational culture, although values of adaptability, collaboration, and transparency exist, they still need to be reinforced to optimize employee productivity. Based on these backgrounds, research gaps, and phenomena, this study aims to analyze the role of organizational commitment, organizational culture, and job satisfaction on employee productivity, with a specific focus on employees of P3MI companies in NTB.

A. Work Productivity

Work productivity is defined as employees' productive work behavior, reflected through the dimensions of task performance, contextual performance, and the minimization of counterproductive behavior (Campbell, 1990). Productivity is not only viewed as the outcome of work but also the manner and process through which it is achieved (Robbins & Judge, 2010). Essentially, productivity measures the ability of individuals or groups to generate output in terms of quantity, quality, and timeliness, while utilizing resources as efficiently as possible (Sutrisno, 2011). Work productivity can be observed through various factors such as discipline, responsibility, initiative, teamwork, and loyalty (Siagian, 2002). Thus, productivity represents the ratio of time, cost, and resources utilized in the work process, which ultimately supports the achievement of organizational goals. Indicators of productivity can be seen through efficiency, namely the ability to generate output with minimal use of resources, and effectiveness, which refers to the extent to which organizational goals and objectives are achieved (Daft, 2010).

B. Organizational Commitment

Organizational commitment reflects employee loyalty and their attachment to organizational values and goals. According to organizational commitment is reflected in employees' willingness to work harder to achieve shared objectives (Kreitner, 2011). Emphasizes that this commitment represents a psychological bond in the form of trust, acceptance of values, and the willingness to maintain membership within the organization (Sopiah, 2008).

Organizational commitment consists of three dimensions: affective commitment, which refers to emotional attachment; continuance commitment, which reflects rational attachment based on cost–benefit considerations; and normative commitment, which is the moral obligation to remain within the organization (Luthans, 2008; Meyer & Natalie, 1997).

High commitment fosters loyalty, discipline, and work motivation, which ultimately enhance productivity (Luthans, 2011; Robbins & Judge, 2019).

From this foundation, the researcher presents the following hypothesis:

H1: Organizational commitment has a positive impact on work productivity.

C. Job Satisfaction

Job satisfaction is defined as employees' positive feelings toward their jobs, which arise from the evaluation of working conditions, compensation, social relationships, and

development opportunities (Robbins & Judge, 2017). Describes job satisfaction as a pleasant emotional attitude and love for one's work, reflected in discipline, work morale, and achievement Hasibuan (2017).

Job satisfaction is influenced by intrinsic factors (such as recognition, personal growth, and achievement) and extrinsic factors (such as compensation, working environment, social support, and leadership style) (Hidayah & Tobing, 2018). Individuals with high job satisfaction tend to be more motivated, loyal, and enthusiastic, thereby promoting higher productivity (Luthans, 2011). Indicators of job satisfaction include the work itself, compensation/rewards, development opportunities, supervision, and relationships with colleagues (Robbins & Judge, 2010).

From this foundation, the researcher presents the following hypothesis:

H2: Job satisfaction has a positive impact on work productivity.

D. Organizational Culture

Organizational culture is a set of values, norms, and beliefs that serve as guidelines for employees' behavior in carrying out their work (Umar, 2008; Robbins & Judge, 2010). Defines organizational culture as a fundamental pattern used to solve problems and unify members of the organization (Schein, 2004). A strong culture creates loyalty, cohesion, and a shared orientation toward common goals (Kilmann et al., 1988). Organizational culture plays a crucial role in shaping employees' work behavior, where a positive culture can enhance motivation, satisfaction, and productivity, while a weak culture may hinder the achievement of organizational objectives.

According to organizational culture encompasses seven key dimensions. First, innovation and risk-taking, referring to the extent to which employees are encouraged to be creative and willing to try new things. Second, attention to detail, which emphasizes accuracy, analysis, and thoroughness in completing tasks (Robbins and Coulter, 2010). Third, outcome orientation, which reflects management's focus on achieving results rather than on the processes employed. Fourth, people orientation, referring to the degree to which management decisions consider their impact on individuals within the organization. Fifth, team orientation, which highlights the importance of collaboration and group-based task assignments. Sixth, aggressiveness, which describes the extent to which employees compete aggressively rather than work cooperatively. Finally, stability, which emphasizes consistency in decision-making and the effort to maintain the organization's status quo.

Based on theoretical foundations and previous research findings, organizational culture is regarded as an important factor that can strengthen the influence of other variables on work productivity. Therefore, the research hypothesis proposed is as follows:

H3: Organizational culture moderates the effect of organizational commitment on work productivity.

H4: Organizational culture moderates the effect of job satisfaction on work productivity.

This research is grounded in a robust conceptual framework, as depicted in the following figure:

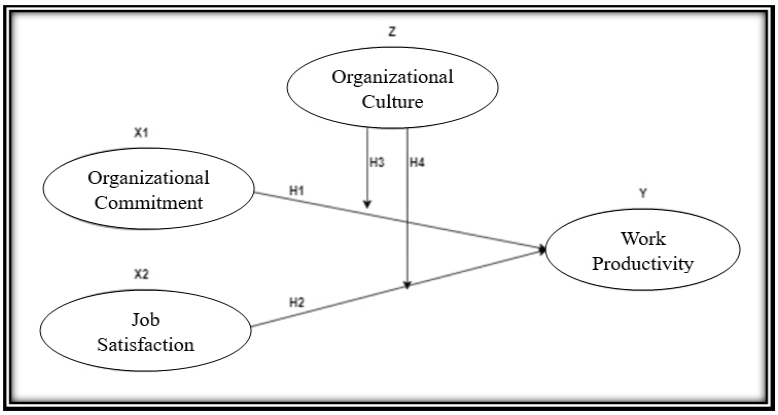

Figure 1. Conceptual Framework

REVIEW OF LITERATURE

Work Productivity

Work productivity is defined as employees' productive work behavior, reflected through task performance, contextual performance, and minimal counterproductive behavior (Campbell, 1990). When employees demonstrate discipline, responsibility, and initiative, organizational productivity increases. Emphasize that productivity is not only viewed as the final work result but also the process of achieving it. It measures an individual's or group's ability to generate output in quantity, quality, and within a specified time while using resources efficiently (Sutrisno, 2011). Similarly, highlights productivity as a person's ability to produce more goods or services using available resources effectively. In essence, work productivity represents the ratio of time utilization and resources to the expected organizational outcomes (Siagian, 2002).

Organizational Culture

Organizational culture is a system of shared values and beliefs derived from founding philosophies and habitual patterns that develop into norms guiding members' thinking and behavior in achieving common goals. Define it as "a system of shared meaning held by members that distinguishes an organization from others." (Robbins and Judge, 2010, p. 520). These shared meanings represent key characteristics highly valued by the organization. Describes it as a set of values, beliefs, assumptions, and norms that have long been accepted and followed as behavioral guidelines (Sutrisno, 2018) and. that organizational culture is the "soul" of both the organization and its members, internalized through socialization and shaping everyday behavior (Kilmann et al., 1988).

Organizational Commitment

Organizational commitment is a state in which an employee aligns with organizational goals and wishes to maintain membership within the organization (Robbins & Judge, 2017). Explain that commitment reflects the degree of an employee's identification with the organization and consists of three components: affective commitment, continuance commitment, and normative commitment (Meyer and Allen, 1997). It shows a strong emotional attachment, a perceived cost of leaving, and a sense of obligation to stay. Notes that work commitment is often used interchangeably with organizational commitment and

serves as an important behavioral dimension to assess employee loyalty and willingness to work hard toward organizational objectives (Sopiah, 2008).

Job Satisfaction

Job satisfaction is a positive feeling about one's job resulting from the evaluation of its characteristics (Robbins & Judge, 2017). Views it as a pleasant emotional attitude reflecting love for one's work, visible through morale, discipline, and achievement (Hasibuan, 2017). Defines job satisfaction as a positive and pleasurable emotional state (Locke, 2015). Emphasizes it as an emotional condition reflecting how employees view their work experiences (Handoko, 2016). According to satisfaction occurs when the desired job conditions match reality; the greater the discrepancy, the lower the satisfaction (Nurbudiyani 2016). High job satisfaction fosters positive attitudes, strengthens organizational commitment, and reduces turnover intention. Herzberg's two-factor theory highlights motivators (intrinsic job factors that create satisfaction) and hygiene factors (extrinsic conditions that prevent dissatisfaction but do not necessarily increase satisfaction).

RESEARCH METHOD

This research focuses on Work Productivity with the unit of analysis at the Indonesian Migrant Worker Placement Companies (P3MI) in Lombok, West Nusa Tenggara. The data collection method uses a census with a total of 86 employees as respondents from 13 companies. The sampling technique applies saturated sampling because the population is relatively small and all members of the population are included as research respondents.

This study adopted an associative causal design with a quantitative approach to examine the relationship between organizational commitment, job satisfaction, organizational culture, and work productivity. The research was conducted at the Indonesian Migrant Worker Placement Companies in West Nusa Tenggara Province. The research variables include organizational commitment with dimensions of affective commitment, continuance commitment, and normative commitment; job satisfaction with dimensions of the job itself, supervision, co-workers, promotion, and pay; organizational culture with dimensions of innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability; and work productivity with dimensions of efficiency and effectiveness (Daft, 2010).

Data analysis was conducted using Partial Least Squares (PLS) in Structural Equation Modeling (SEM) with SmartPLS 3 software. PLS was used for both measurement and structural modeling, including validity, reliability, and hypothesis testing for causal relationships between variables. Model evaluation includes factor loading, composite reliability, average variance extracted (AVE), discriminant validity, R-squared, Q-squared, F-squared, and standardized root mean square residual (SRMR).

Data analysis was carried out using SEM-PLS (structural equation model partial least square), which is a variance-based type. The PLS model can accommodate two types of measurements in one run, namely the measurement of the structural model (inner model) and the measurement model (outer model). The outer model describes the relationship between latent variables and their indicators. The inner model describes the relationship between latent variables in a model. The outer model test includes convergent validity, discriminant validity, and reliability tests. The algorithm method in SmartPLS produces the outer loading and cross-loading values of each indicator, as well as the AVE, composite reliability,

Cronbach's alpha, and t-statistic. In evaluating the results of this study, construct validity, convergent validity, and discriminant validity tests were used to validate the measurement scales (Hair et al., 2021).

RESULTS AND DISCUSSION

Convergent validity evaluates the extent to which multiple indicators of the same construct are correlated. It can be assessed using the loading factor values, where a standardized loading estimate of 0.50 or higher is considered acceptable, and a value of 0.70 or higher is regarded as ideal (Hair et al., 2017). Based on the external loading table, it is shown that the items of the variables Organizational Commitment (X1), Job Satisfaction (X2), Work Productivity (Y), and Organizational Culture (Z) have loading values greater than 0.70. This indicates that all indicators used in this study are valid and capable of measuring their respective constructs adequately.

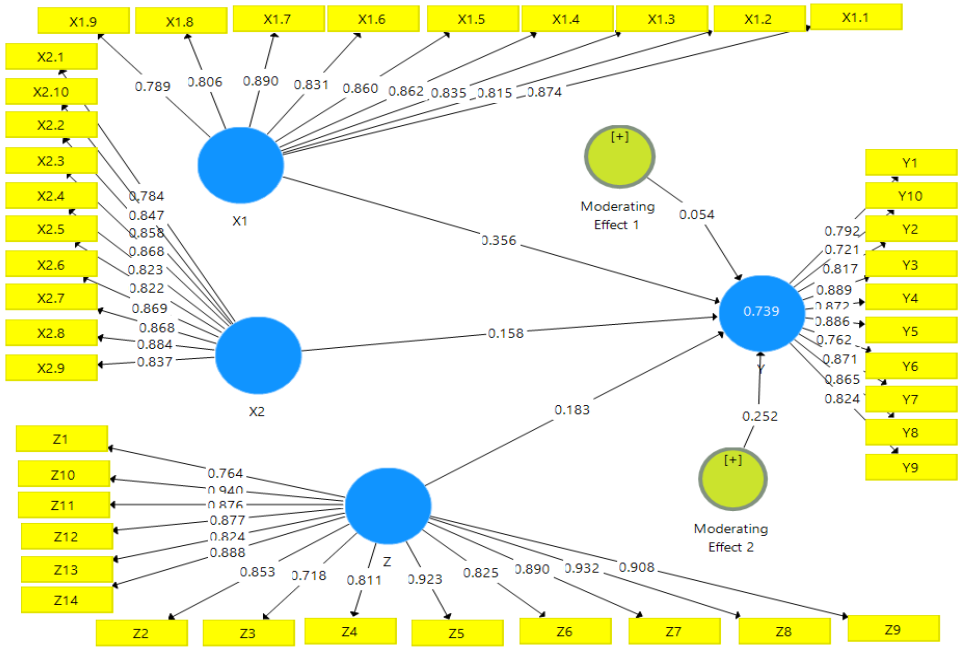

Figure 2. Outer Structural Model

Composite Reliable Test

Reliability testing is used to measure the consistency of measurement tools in assessing a concept or the consistency of respondents in answering statement items in questionnaires or research instruments. A variable is considered reliable if the Cronbach's Alpha (α) and Composite Reliability (CR) values are > 0.700. CR is required because Cronbach's Alpha tends to underestimate construct validity compared to CR, or in other words, CR is better at measuring internal consistency than Cronbach's Alpha. Meanwhile, the Average Variance Extracted (AVE) indicates the extent to which a variable, as a whole, can explain the variation in measurement items.

The values of Cronbach's Alpha, CR, and AVE can be seen in the following table:

Variable	Cronbach's alpha	Composite reliability	Information
Organizational Commitment (X1)	0.948	0.956	Reliable
Job Satisfaction (X2)	0.956	0.962	Reliable
Work Productivity (Y)	0.950	0.957	Reliable
Organizational Culture (Z)	0.973	0.976	Reliable

As presented in Table I, the Cronbach's Alpha and Composite Reliability values for all research variables—organizational commitment, job satisfaction, work productivity, and organizational culture are above 0.9. These results exceed the recommended threshold of 0.700, indicating that all constructs in this study have a very high level of reliability. Thus, the measurement instruments used are consistent in measuring their respective variables (Hair et al., 2019).

Variable	AVE
Organizational Commitment (X1)	0.707
Job Satisfaction (X2)	0.716
Work Productivity (Y)	0.692
Organizational Culture (Z)	0.742

Based on Table II, the AVE values for all research variables are as follows: organizational commitment (0.707), job satisfaction (0.716), work productivity (0.692), and organizational culture (0.742). Since all values exceed 0.50, it can be concluded that each construct in this research meets the criteria for good convergent validity. This means that the indicators used are able to explain the variation of their respective constructs adequately (Hair et al., 2019).

Discriminant Validity Test

The discriminant validity test is used to assess the extent to which a variable or construct is truly distinct from other variables or constructs within the model. One way to evaluate discriminant validity is by applying the Fornell–Larcker Criterion, where the square root of the Average Variance Extracted (AVE) of each construct should be higher than its correlation with other constructs:

Variable	Mod. Effect 1	Mod. Effect 2	X1	X2	Y
Mod. Effect 1					
Mod. Effect 2	0.865				

X1	0.825	0.666		
X2	0.568	0.608	0.522	
Y	0.749	0.775	0.777	0.670

As presented in Table III, the AVE root values are placed on the diagonal axis, and for all constructs, the AVE root values are greater than the correlations between constructs. This finding indicates that each construct in the research model is empirically distinct and able to measure what it is intended to measure. Therefore, the evaluation of discriminant validity in this study is considered fulfilled.

R Sqaure Value Test

In assessing the model with PLS, the first step is to examine the R-square (R^2) value for each endogenous latent variable in SmartPLS 4.0. The R^2 value reflects the extent to which variations in the dependent variable can be explained by the independent variables in the model.

Variable	R Square
Work Productivity (Y)	0.739

As shown in Table IV, the R-square value for work productivity is 0.739, indicating that 73.9% of the variation in work productivity can be explained by the independent variables organizational commitment, job satisfaction, and organizational culture. This value falls into the substantial category, which demonstrates a strong explanatory power of the model. The remaining 26.1% of the variation in work productivity is influenced by other factors not included in this research model.

Q Square Value Test

The Q Square value is used to describe how well the model has predictive accuracy or indicates how well changes in exogenous variables can predict their endogenous variables. If Q Square is greater than 0, it indicates that the exogenous variables have predictive relevance for the endogenous variables. If the Q Square value is 0, 0.25, or 0.50, the meaning of Q Square is low, moderate, and high in predictive accuracy (Hair et al., 2019).

Variable	Q^2
Work Productivity (Y)	0,282

As presented in Table V, the Q^2 value for Work Productivity is 0.282. Since this value is greater than 0 and falls between 0.25 and 0.50, it indicates that the research model has moderate predictive relevance. Thus, the independent variables Organizational Commitment, Job Satisfaction, and Organizational Culture are moderately capable of predicting the dependent variable, namely Work Productivity.

Hypothesis Testing

Structural model evaluation or hypothesis testing is carried out through a bootstrapping process (percentile method). The statistical test used in this method is the t test. The test results seen from the t-values for the 2-tailed test are 1.96 (significant level = 5%). The testing criteria with the t-test are if the tstatistic value > ttable or the significance value <0.05 then it can be said that the hypothesis is accepted. The results of the structural model testing can be seen in Figure 3. and table 7. following :

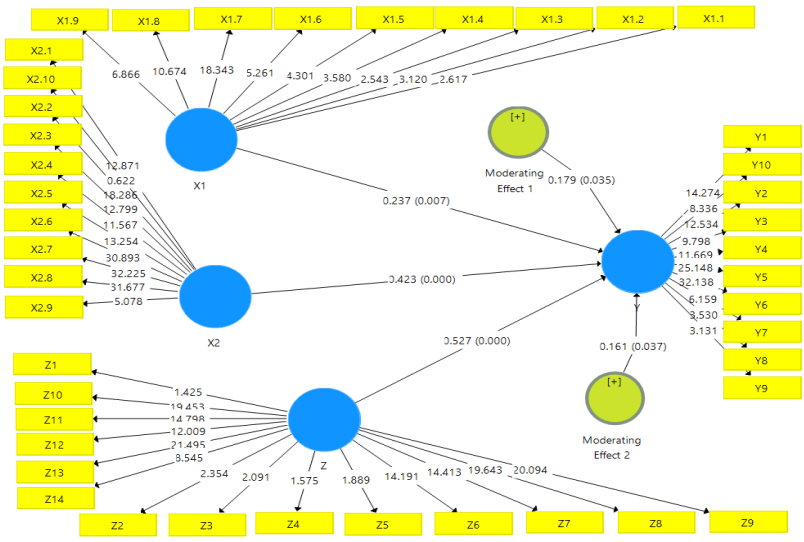

Figure 3. Bootstrapping Path Coefficient Test (Original Sample Values and P-Values)

Table VII. Hypothesis Test Results

Relationship between Variables	Path Coefficient	T-value	P-value	Conclu-sions
Organizational Commitment (X1) → Work Productivity (Y)	0.237	0.007	2.687	Accepted
Job Satisfaction (X2) → Work Productivity (Y)	0.423	0.000	3.884	Accepted
Organizational Commitment (X1) × Organizational Culture (Z) → Work Productivity (Y)	0.179	0.035	2.112	Accepted
Job Satisfaction (X2) × Organizational Culture (Z) → Work Productivity (Y)	0.161	0.037	2.092	Accepted

1) Hypothesis 1: States that there is a positive and significant effect of organizational commitment on work productivity, where the higher the organizational commitment of employees at the Indonesian Migrant Worker Placement Center in NTB, the higher their work productivity, so the first hypothesis (H1) is accepted.

2) Hypothesis 2: States that there is a positive and significant effect of job satisfaction on work productivity, where the higher the employees' job satisfaction at the Indonesian Migrant Worker Placement Center in NTB, the higher their work productivity, so the second hypothesis (H2) is accepted.

3) Hypothesis 3: States that there is a positive and significant effect of organizational culture in moderating the influence of organizational commitment on work productivity, where a stronger organizational culture reinforces the positive effect of organizational commitment on employees' work productivity at the Indonesian Migrant Worker Placement Center in NTB, so the third hypothesis (H3) is accepted.

4) Hypothesis 4: States that there is a positive and significant effect of organizational culture in moderating the influence of job satisfaction on work productivity, where a stronger organizational culture reinforces the positive effect of job satisfaction on employees' work productivity at the Indonesian Migrant Worker Placement Center in NTB, so the fourth hypothesis (H4) is accepted.

The Effect of Organizational Commitment on Work Productivity

The results showed that organizational commitment has a positive and significant influence on work productivity with a coefficient value of 0.237. This effect is significant because the p value obtained is 0.007, which is smaller than 0.050 (0.007 < 0.050), and the t value is 2.687, which is greater than 1.96. This means that the higher the level of organizational commitment of employees at the PPPMI NTB, the higher the work productivity that can be achieved.

This research is in line with several expert theories which state that organizational commitment is an important factor that can influence employee performance and productivity. _ Explain that organizational commitment consists of affective, continuance, and normative dimensions, which encourage employees to stay loyal and give their best contribution to the organization (Meyer and Allen, 1997). Similarly, emphasizes that organizational commitment shapes positive work behavior such as discipline and loyalty, which in turn increases productivity (Luthans, 2011). The results of this study are also consistent with several previous studies that found a highly significant positive relationship between organizational commitment and work productivity. Found that employees with high organizational commitment tend to be more responsible and disciplined in carrying out their duties (Sutarman et al., 2024). Showed that committed employees are more motivated to contribute optimally (Saini, 2018), while confirmed that strong commitment fosters loyalty and effectiveness at work. These findings reinforce that the higher the organizational commitment of employees, the greater their contribution to improving productivity and achieving organizational goals (Geun and Park, 2019).

The Influence of Job Satisfaction on Work Productivity

The results showed that job satisfaction has a positive and significant influence on work productivity with a coefficient value of 0.423. This effect is significant because the p value obtained is 0.000, which is smaller than 0.050 (0.000 < 0.050), and the t value is 3.884, which is greater than 1.96. This means that the higher the level of job satisfaction felt by employees at the PPPMI NTB, the higher the work productivity that can be achieved.

This research is in line with several expert theories which state that job satisfaction is one of the key factors that drives employee involvement, loyalty, and performance. Emphasize that satisfied employees will have higher intrinsic motivation, which is reflected

in enthusiasm at work, willingness to innovate, and active participation in achieving organizational goals (Robbins and Judge, 2017). Highlights that job satisfaction is closely related to motivation and commitment, where higher satisfaction encourages individuals to exert extra effort in completing their tasks (Likewise, Luthans, 2011).

The results of this study are also consistent with several previous studies that found a significant positive relationship between job satisfaction and work productivity. Showed that higher job satisfaction leads to higher productivity (Ertanta and Subanda, 2020), while confirmed that job satisfaction motivates employees to be more optimal in their performance (Sururin et al., 2020). Explained that satisfied employees tend to be more loyal, disciplined, and productive (Choi and Ha, 2018). Similarly, found in their study of the petrochemical industry in Iran that job satisfaction—especially in aspects such as the job itself, supervision, and coworker relations—directly increases effectiveness and efficiency Hoboubi et al. (2017). Demonstrated that job satisfaction significantly improves teacher productivity, showing that its influence applies not only in industry but also in the field of education (Utami and Harini, 2019).

These findings reinforce that job satisfaction is an important factor that supports the productivity of employees at PPPMI NTB. Employees who feel satisfied with their work are not only more enthusiastic and disciplined but also more careful and patient in carrying out their duties, especially since their work involves both administrative tasks and direct public service for prospective migrant workers. This high level of satisfaction helps maintain service quality, organizational reputation, and public trust.

The Influence of Organizational Commitment on Work Productivity Moderated by Organizational Culture

The results showed that organizational commitment has a positive and significant influence on work productivity when moderated by organizational culture, with an interaction coefficient value of 0.179. This effect is significant because the p value obtained is 0.035, which is smaller than 0.050 (0.035 < 0.050), and the t value is 2.112, which is greater than 1.96. This means that the stronger the organizational culture at PPPMI NTB, the stronger the positive impact of employee commitment on work productivity. Thus, the third hypothesis (H3) which states that organizational culture positively and significantly moderates the influence of organizational commitment on work productivity is accepted.

This research is in line with several expert theories which state that organizational culture serves as shared values, norms, and beliefs that guide employee behavior in the workplace. _ Explain that organizational culture is a system of shared meaning that distinguishes one organization from another, and it plays a crucial role in shaping employee behavior (Robbins and Judge, 2019). In this context, a strong and positive culture functions as a moderator that strengthens the effect of employee commitment on productivity. Similarly, emphasizes that high commitment will be more effectively translated into productive performance when employees work in an environment with a supportive and consistent organizational culture (Luthans, 2011).

The results of this study are also consistent with several previous studies that found a significant moderating role of organizational culture in the relationship between commitment and productivity. Found that organizational culture strengthens the effect of commitment on employee performance when the culture reflects shared values, fair systems, and healthy norms (Astuti and Soliha, 2021). Organizational culture plays an important moderating role

in strengthening the influence of corporate governance, organizational commitment, and internal control on employee performance in public hospitals in Indonesia (Sari et al., 2024). Thus, a conducive organizational culture can encourage improved employee performance. Showed that a positive organizational culture creates comfort and motivation for employees, which ultimately leads to higher productivity (Sindy and Latif, 2022).

These findings reinforce that in the context of PPPMI NTB, a strong organizational culture amplifies the effect of employee commitment on productivity, especially in public service tasks related to migrant worker placement. Employees with high commitment will be more disciplined, responsible, and productive when the organizational culture emphasizes values such as collaboration, transparency, and fairness. Conversely, without a strong and supportive culture, individual commitment may not fully translate into collective performance.

The Influence of Job Satisfaction on Work Productivity Moderated by Organizational Culture

The results showed that job satisfaction has a positive and significant influence on work productivity when moderated by organizational culture, with an interaction coefficient value of 0.161. This effect is significant because the p value obtained is 0.037, which is smaller than 0.050 (0.037 < 0.050), and the t value is 2.092, which is greater than 1.96. This means that the stronger the organizational culture at PPPMI NTB, the stronger the positive impact of job satisfaction on work productivity. Thus, the fourth hypothesis (H4) which states that organizational culture positively and significantly moderates the influence of job satisfaction on work productivity is accepted.

This research is in line with several expert theories which state that job satisfaction plays a crucial role in shaping positive employee attitudes and behaviors, but its impact will be more effective when supported by a strong organizational culture. (Robbins and Judge, 2019) emphasize that organizational culture is a system of shared values, norms, and beliefs that guides employees in perceiving and carrying out their work. (Luthans, 2011) also highlights that high job satisfaction is more easily transformed into productive behavior when employees work in a conducive and collaborative culture that values their contributions.

The findings of this study are consistent with prior research that highlights the moderating role of organizational culture in the relationship between job satisfaction and productivity. Demonstrated that a positive culture fosters a comfortable environment that strengthens motivation and productivity (Ramlah et al., 2023), while confirmed that culture reflecting fairness, recognition, and communication enhances the effect of job satisfaction on performance (Rizal et al., 2021). Culture as a catalyst transforming satisfaction into sustainable productivity (Gu et al., 2022) found that supportive cultures amplify the influence of job characteristics on satisfaction across countries. Furthermore, emphasized that alignment between culture and employee expectations improves satisfaction's effect on performance (Li et al., 2024), and stressed that strong culture combined with effective communication fosters loyalty and long-term productivity (Himmetoglu and Ayhan,, 2025).

These findings reinforce that in the context of PPPMI NTB, job satisfaction alone is not sufficient to ensure high productivity. Employees who feel satisfied with their work—whether in terms of meaningful tasks, fair compensation, or good relations with colleagues—will be more productive if the organizational culture provides a supportive environment. A strong and adaptive culture that emphasizes collaboration, transparency, and discipline

ensures that individual satisfaction is transformed into real contributions to organizational productivity. Conversely, without a solid culture, job satisfaction may remain passive, only creating comfort without encouraging higher performance.

CONCLUSION

Based on the results of the research and discussion previously described, it can be concluded that:

1. Organizational commitment has a positive and significant effect on work productivity among employees of the Indonesian Migrant Worker Placement Center in NTB. The higher the employees' commitment to the organization, the more likely they are to demonstrate voluntary behaviors such as initiative, concern for colleagues, and contributions beyond formal duties. This directly contributes to sustainable improvements in both individual performance and overall organizational effectiveness.
2. Job satisfaction has a positive and significant effect on work productivity. When employees feel satisfied with aspects of their work such as compensation, workplace relationships, and opportunities for growth, they are more likely to demonstrate proactive behavior, assist colleagues, and contribute voluntarily. Thus, job satisfaction serves as a key driver in fostering a productive and efficient work environment.
3. Organizational culture strengthens the influence of organizational commitment on work productivity. When the organizational culture aligns with employees' values and aspirations, their existing commitment is more effectively translated into productive behaviors. A culture that emphasizes collaboration, clarity of values, and appreciation of contributions reinforces the positive impact of commitment on improving work quality and organizational harmony.
4. Organizational culture also strengthens the influence of job satisfaction on work productivity. A supportive and conducive cultural environment enables employees' job satisfaction to develop into a stronger motivation for effective and efficient performance. Therefore, a positive organizational culture not only fosters job satisfaction but also amplifies its effect on enhancing overall organizational effectiveness and efficiency.

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