

Enhancing Employee Productivity through Local Wisdom and Organizational Culture

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Abstract

This study aims to identify and analyze how local wisdom values and organizational culture impact employee productivity at PT. Efarina Group. The research seeks to provide practical insights for companies on enhancing productivity through the adoption of local values and the development of a positive organizational culture. The study employs a quantitative approach to analyze the influence of local wisdom values and organizational culture on employee productivity. A stratified random sampling technique was used to select a sample of 300 respondents. Statistical analyses, including t-tests, ANOVA, and linear regression, were conducted to test the hypotheses. The regression analysis results indicated that local wisdom values and organizational culture significantly impact employee productivity. The R-value of 0.760 shows a strong relationship between the independent variables (local wisdom values and organizational culture) and the dependent variable (employee productivity), with an R Square value of 0.577 indicating that 57.7% of the variation in employee productivity can be explained by these two factors. The study concludes that local wisdom values and organizational culture significantly enhance employee productivity at PT. Efarina Group. These findings suggest that integrating local values into the organizational culture creates a supportive and productive work environment. Companies should focus on effective implementation strategies to maximize employee potential and overall organizational performance. This research provides valuable insights for companies aiming to develop and strengthen their organizational culture by incorporating positive local values, ultimately achieving long-term sustainability and success.

Keywords: Employee productivity, Local wisdom values, Human resources, Organizational culture.

Employee productivity is a crucial factor that determines the success of a company. Productive employees not only complete their tasks efficiently but also contribute to the achievement of the company's strategic goals (Bakker et al., 2014; Bakker & Demerouti, 2017). However, many companies face various issues that can hinder employee productivity, such as low motivation, unclear roles, an uncondusive work environment, and a lack of recognition and

appreciation (Christian et al., 2011). Therefore, it is essential for companies to identify and implement strategies that can enhance employee productivity.

Employee productivity directly impacts a company's performance and sustainability. Productive employees can generate greater output with the same resources, thereby increasing the company's efficiency and profitability. Nonetheless, issues such as low

employee engagement, work stress, and internal conflicts can impede productivity (Garg & Dhar, 2017). Additionally, a lack of training and development can result in employees feeling that they lack the necessary competencies to effectively complete their tasks (Aguinis & Kraiger, 2009).

Local wisdom values, which reflect traditions, norms, and wisdom passed down by ancestors, can significantly enhance employee productivity. For instance, the value of mutual cooperation in Indonesian culture can foster strong teamwork and solidarity among employees (Gunawan et al., 2023; Parameswara et al., 2019). When employees feel they are part of a supportive community, they are more motivated to work diligently and contribute to common goals. Additionally, values such as honesty, perseverance, and responsibility instilled through local wisdom can foster positive work attitudes (Adyatma et al., 2023; Zuhri et al., 2019).

Organizational culture encompasses the values, norms, and practices upheld by a company and influences employees' daily behavior. A positive organizational culture, such as one that encourages innovation, rewards individual contributions, and fosters an inclusive work environment, can enhance employee satisfaction and engagement (Panjaitan et al., 2023; Salehipour & Ahmand, 2018). Conversely, a negative organizational culture, characterized by discrimination, lack of open communication, and a stressful work environment, can hinder employee productivity (Awadh & Saad, 2013; Ostroff et al., 2013).

Local wisdom and organizational culture are closely related and mutually influence each other in determining employee productivity. Positive local wisdom values can be integrated into organizational culture to create a conducive work environment (Suharti & Suliyanto, 2012). For instance, companies can adopt the principles of mutual cooperation and togetherness in their organizational culture to promote teamwork and increase productivity. Thus, companies can

create an organizational culture that is not only rooted in local values but also relevant to modern business dynamics (Amayah, 2013).

Efarina Group, a company operating in various sectors including health, education, and media in North Sumatra Province, Indonesia, serves as an interesting example of how local wisdom and organizational culture can influence employee productivity. The company actively integrates local wisdom values into its organizational culture. For instance, Efarina Group applies the principle of mutual cooperation in its daily operations, promoting cooperation and solidarity among employees. Additionally, the company emphasizes the importance of honesty and responsibility in its work culture.

In its implementation, PT. Efarina Group organizes various activities that promote local wisdom values, such as social gatherings and training programs that emphasize the importance of integrity and teamwork. Consequently, the company has noted a significant increase in employee productivity. Employees feel more motivated and engaged in their work because they perceive that the values they uphold are appreciated and applied in the work environment. Additionally, relationships among employees have become more harmonious and collaborative. PT. Efarina Group's experience demonstrates that integrating local wisdom values into organizational culture can significantly enhance employee productivity. By creating a work environment that aligns with local values and a positive organizational culture, companies can enhance employee motivation, engagement, and performance. This will ultimately have a positive impact on the company's overall performance and long-term business sustainability.

The focus of this study is to identify and analyze how local wisdom and organizational culture influence employee productivity in companies. The objective of this study is to provide insights into practical ways that companies can adopt to enhance productivity

through the application of local values and the development of a positive organizational culture. Additionally, this study aims to present empirical evidence supporting the relationship between local wisdom, organizational culture, and employee productivity.

This study has significant originality as it combines two aspects that are often studied separately: local wisdom and organizational culture. Previous studies tend to focus on one aspect only, without integrating both in a comprehensive context. By examining the interaction between local wisdom and organizational culture, this study seeks to contribute new insights to the literature on human resource management and organizational culture, offering a more holistic perspective on the factors affecting employee productivity.

Literature Review

This study is based on the theories of organizational culture and local wisdom, emphasizing the organization's capacity to adopt local values and create a conducive work environment. A positive organizational culture is expected to enhance employee productivity by allowing individuals to work under conditions that align with their personal and professional needs (Isaksen, 2017; O'Donnel & Boyle, 2018; Schein, 2004). Additionally, the human resource management (HRM) framework utilized in this study incorporates principles of efficiency and effectiveness, which are essential to ensure that local wisdom values are optimally implemented to support employee productivity (Armstrong, 2012; Ulrich & Dulebohn, 2015).

Local wisdom, encompassing traditions, norms, and wisdom passed down from generation to generation, has become an important topic in the study of organizational culture in Indonesia. Local wisdom is often regarded as a solution to enhance operational efficiency and responsiveness to the dynamic labor market (Geertz, 1998; Koentjaraningrat, 2009). Previous studies have shown that the application of local wisdom can contribute to

organizational performance improvement, although the results are highly dependent on specific contexts and implementations (Gunawan et al., 2023; Parameswara et al., 2019; Zuhri et al., 2019).

The implementation of local wisdom values is crucial to achieving desired outcomes. Organizations must ensure that local values are applied in ways that support employee productivity. Gilson (1997) suggests that a well-executed implementation strategy can significantly influence the results of local wisdom application. Therefore, the implementation strategy must consider various organizational aspects to ensure that all segments of the company benefit from these values (Koutsimpogiorgos et al., 2020; Telle & Larsson, 2007).

Organizational culture encompasses the values, norms, and practices upheld by a company and influences employees' daily behavior. Without a strong and positive culture, employees may struggle to balance their work and personal lives. Studies by Awadh and Saad (2013), Tarore (2016), Yıldız (2014) emphasize that a positive organizational culture is a critical prerequisite for optimal productivity. Further research by Kossek et al. (2023) indicates that a supportive organizational culture is essential for the successful implementation of local wisdom values. The ability to manage work time and location heavily depends on the support and policies available at the organizational level (Shockley & Allen, 2007).

Employee productivity reflects the efficiency and effectiveness with which employees complete their tasks. The application of local wisdom values supporting organizational culture is expected to enhance employee productivity by giving them greater control over their work time and methods. Increased employee productivity has been shown to improve overall organizational performance in many contexts (Demerouti et al., 2001). At PT. Efarina Group, high employee productivity can strengthen the relationship between the application of local

wisdom values and operational efficiency, thereby enhancing the company's competitiveness. Based on the literature reviewed, the following hypotheses are formulated to test the impact of local wisdom values on organizational culture and employee productivity at PT. Efarina Group:

H1: Local wisdom values positively affect employee productivity at PT. Efarina Group.

H2: Organizational culture positively affects employee productivity at PT. Efarina Group.

Previous studies highlight that the successful application of local wisdom values and organizational culture in enhancing employee productivity is heavily dependent on effective implementation strategies. This study aims to explore these determinants within the context of PT. Efarina Group, providing deeper insights into how local wisdom values can be effectively applied to improve organizational performance. By understanding these factors, more effective policies can be designed to support sustainable and impactful changes in human resource management.

Methods

This study employs a quantitative approach to analyze the impact of regulatory changes on work flexibility and employee productivity at Company ABC. This methodology was selected due to its capability to provide objective data and precisely measure trends and patterns. The study's population consists of all employees at Company ABC, totaling 1,012 individuals. A stratified random sampling technique was utilized to select the sample, ensuring balanced representation from various departments and job levels. The total number of respondents included in the study was 200, with a distribution of 90% employees and 10% managers and supervisors. Managers were selected based on their involvement in the implementation of regulations and human resource management.

Data collection was conducted online through a secure and encrypted survey platform. Prior to distribution, the questionnaire was pilot tested for validity and reliability. Participants were provided with comprehensive information about the study's objectives and assurances of confidentiality and anonymity. The questionnaire served as the primary instrument for data collection, divided into sections that included questions regarding employees' perceptions of regulatory changes, work flexibility, and employee productivity. A Likert scale was employed to measure respondents' agreement levels with various statements.

The collected data were analyzed using statistical software. Descriptive analysis was performed to provide an overall picture of the data. Subsequently, inferential analysis, including t-tests, ANOVA, and linear regression, was utilized to test the hypotheses and understand the relationships between regulatory changes, work flexibility, and employee productivity. The results of these analyses are expected to offer in-depth insights into the impact of regulatory changes in the context of human resource management at Company ABC.

This study adheres to strict ethical research guidelines. Informed consent was obtained from all respondents, and their identities and responses were kept confidential to maintain data privacy and integrity, as well as to comply with specific requests from the company's management. The designed methodology aims to ensure that the research yields valid, reliable results that can be generalized to a broader context.

Results

Presented below are the sequential steps and outcomes of the conducted examinations:

1. Classic Assumption Testing

Classic assumption testing involves the scrutiny of several assumptions or prerequisites essential for a regression model. These assumptions include:

a. Normality Test

The outcomes of the normality test using the One-Sample Kolmogorov-Smirnov method are presented in Table 1.

Table 1. Normality Test Results

| One-Sample Kolmogorov-Smirnov Test | | |
|--|----------------|-------------------------|
| | | Unstandardized Residual |
| N | | 300 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 3.37295459 |
| Most Extreme Differences | Absolute | .033 |
| | Positive | .031 |
| | Negative | -.033 |
| Test Statistic | | .033 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |
| d. This is a lower bound of the true significance. | | |

The SPSS output table for the normality test indicates that the Asymp. Sig. (2-tailed) values for each variable are greater than the required cut-off value (>0.05). Following the decision criteria of the Kolmogorov-Smirnov normality test, it can be inferred that the data conforms to a

normal distribution. Therefore, the normality assumption for the regression model has been met.

b. Linearity Test

The outcomes of the linearity test for each independent variable are presented in Table 2.

Table 2. Linearity Test

| ANOVA Table | | | | | | | |
|--|----------------|--------------------------|----------------|-----|-------------|---------|------|
| | | | Sum of Squares | df | Mean Square | F | Sig. |
| Employee Productivity * Local Wisdom Values | Between Groups | (Combined) | 1187.548 | 14 | 88.762 | 14.295 | .000 |
| | | Linearity | 1145.713 | 1 | 1145.713 | 192.476 | .000 |
| | | Deviation from Linearity | 64.774 | 13 | 4.975 | .698 | .745 |
| | Within Groups | | 1218.847 | 285 | 5.995 | | |
| | Total | | 2428.395 | 299 | | | |
| Employee Productivity * Organizational Culture | Between Groups | (Combined) | 897.737 | 14 | 63.481 | 9.793 | .000 |
| | | Linearity | 754.736 | 1 | 763.746 | 117.816 | .000 |
| | | Deviation from Linearity | 125.991 | 13 | 9.614 | .595 | .812 |
| | Within Groups | | 1187.355 | 285 | 6.483 | | |
| | Total | | 2088.000 | 299 | | | |

The results of the linearity test indicate that the Sig. values for the deviation from linearity for Local Wisdom Value is 0.745 (>0.05), and for Organizational Culture is 0.812 (>0.05). Consequently, it can be inferred that a significant linear relationship exists between the Local Wisdom Value, Organizational Culture, and Employee Productivity.

2. Hypothesis Testing

The model constructed in this study can be described as follows:

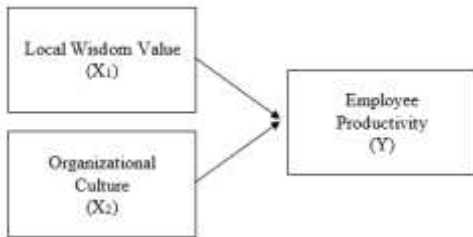


Figure 1. Path Analysis Model

The preceding classic assumption tests have demonstrated that the model satisfies the prerequisites for a robust regression analysis. To assess the formulated hypotheses, the researcher conducted a regression test to assess the impact of the implementation of Local Wisdom Values (X1) and Organizational Culture (X2) on Employee Productivity (Y).

Based on the outcomes of these two model tests, the confirmation of the hypotheses established in this study can be ascertained. The ensuing results depict the tests conducted:

Table 3. Regression Test

| Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .760 ^a | .577 | .574 | 2.166 |
| a. Predictors: (Constant), Organizational Culture, Local Wisdom Values | | | | |

| ANOVA ^a | | | | | | |
|--|------------|----------------|-----|-------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1902.034 | 2 | 951.017 | 202.794 | .000 ^b |
| | Residual | 1392.802 | 297 | 4.690 | | |
| | Total | 3294.837 | 299 | | | |
| a. Dependent Variable: Employee Productivity | | | | | | |
| b. Predictors: (Constant), Organizational Culture, Local Wisdom Values | | | | | | |

| Coefficients ^a | | | | | | |
|--|------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.294 | .554 | | 4.142 | .000 |
| | Local Wisdom Values | .486 | .049 | .408 | 9.816 | .000 |
| | Organizational Culture | .474 | .040 | .492 | 11.831 | .000 |
| a. Dependent Variable: Employee Productivity | | | | | | |

The results of the regression analysis reveal several key findings that support the study's hypotheses. The R-value of 0.760 indicates a strong relationship between the independent variables (Local Wisdom Values and Organizational Culture) and the dependent variable (Employee Productivity). The R Square value of 0.577 suggests that 57.7% of the variation in employee productivity can be explained by the two independent variables, while the remaining 42.3% may be attributed to other factors not included in the model. The ANOVA analysis shows that the regression

model used is significant ($F = 202.794$, $p < 0.001$). This means that the model is generally good at predicting employee productivity based on local wisdom values and organizational culture.

In the coefficients table, the constant has a B value of 2.294, indicating that when local wisdom values and organizational culture are ignored, the baseline employee productivity value is 2.294. The coefficient for Local Wisdom Values is 0.486 ($p < 0.001$), showing that each one-unit increase in local wisdom values will enhance employee productivity by 0.486 units.

Similarly, the coefficient for Organizational Culture is 0.474 ($p < 0.001$), indicating that each one-unit increase in organizational culture will boost employee productivity by 0.474 units. Both independent variables have very low significance values ($p < 0.001$), demonstrating that their impact on employee productivity is statistically significant. Consequently, both hypotheses H1 and H2 are accepted: Local Wisdom Values positively affect employee productivity at PT. Efarina Group, and Organizational Culture positively affects employee productivity at PT. Efarina Group.

Discussions

The regression analysis results indicate that local wisdom values and organizational culture significantly impact employee productivity at PT. Efarina Group. The R-value of 0.760 signifies a strong relationship between the independent variables and the dependent variable, while the R Square value of 0.577 demonstrates that 57.7% of the variation in employee productivity can be explained by these two independent variables. This finding aligns with previous studies that highlight the importance of cultural values and local wisdom in enhancing organizational performance (Awadh & Saad, 2013; Parameswara et al., 2019; Salehipour & Ahmand, 2018; Yildiz, 2014; Zuhri et al., 2019).

The ANOVA analysis reveals that the regression model is significant ($F = 202.794$, $p < 0.001$), indicating that the combination of local wisdom values and organizational culture has strong predictive power for employee productivity. Previous studies by Han et al., (2019) and Tarore (2016) Cameron & Quinn (2011) and Chatman & O'Reilly (2016) also found that a strong and positive organizational culture can enhance employee efficiency and effectiveness in completing their tasks.

The regression coefficient for local wisdom values is 0.486 ($p < 0.001$), showing that each one-unit increase in local wisdom values will enhance employee productivity by 0.486 units.

This suggests that values such as mutual cooperation, honesty, perseverance, and responsibility embedded in local culture can significantly influence employee attitudes and performance. This finding is supported by Sugiyanto et al. (2020), who found that local wisdom can foster strong solidarity and cooperation in the workplace.

The regression coefficient for organizational culture is 0.474 ($p < 0.001$), indicating that each one-unit increase in organizational culture will boost employee productivity by 0.474 units. This demonstrates that a supportive, inclusive organizational culture that values individual contributions can encourage employees to work more effectively and efficiently. Studies by Alvesson and Sveningsson (2015), Abane et al. (2022), and Oladimeji et al. (2023) also found that a positive and flexible organizational culture can improve work-life balance and employee satisfaction, which in turn enhances productivity.

Moreover, the very low significance values ($p < 0.001$) for both independent variables indicate that their influence on employee productivity is statistically significant. This supports the hypotheses that local wisdom values and organizational culture positively affect employee productivity at PT. Efarina Group. These findings are also relevant to previous studies emphasizing the importance of effective implementation strategies in integrating local wisdom values into organizational culture. Singh and Chaudhary (2022) suggest that a well-executed implementation strategy can significantly influence the outcomes of employee productivity. Isaksen (2017) or Salehipour and Ahmand (2018) also highlight the need to consider various organizational aspects to ensure that all company segments benefit from these values.

In the context of PT. Efarina Group, these results show that the company has successfully integrated local wisdom values and built a strong organizational culture, which in turn has enhanced employee productivity. The implementation of principles such as mutual

cooperation, honesty, and responsibility in daily operations has created a harmonious and collaborative work environment. This is in line with findings by Afsar et al. (2016), who emphasize that a positive organizational culture is a critical prerequisite for optimal productivity.

Overall, this study confirms that local wisdom values and organizational culture play a crucial role in enhancing employee productivity. By creating a work environment that aligns with local values and a positive organizational culture, companies can increase employee motivation, engagement, and performance. The practical implication of these findings is that companies should continuously develop and strengthen their organizational culture by integrating local wisdom values to achieve better performance and long-term sustainability.

Conclusions

This study demonstrates that local wisdom values and organizational culture significantly influence employee productivity at PT. Efarina Group. The regression analysis results indicate that these two independent variables positively impact employee productivity, accounting for 57.7% of the variation in productivity. Local wisdom values such as mutual cooperation, honesty, and responsibility have been shown to

enhance motivation and teamwork among employees, while a positive and inclusive organizational culture promotes work efficiency and effectiveness.

These findings are consistent with previous studies that emphasize the importance of applying local values and developing a strong organizational culture to enhance employee performance. The integration of local wisdom values into the organizational culture has created a harmonious and productive work environment at PT. Efarina Group. Given the significant relationship between local wisdom values, organizational culture, and employee productivity, companies can focus more on effective implementation strategies to maximize employee potential and improve overall organizational performance.

Practically, this study provides important insights for companies in developing and strengthening their organizational culture by integrating local wisdom values. Companies should continuously strive to create a supportive work environment that values individual contributions and ensures that positive local values are applied in daily operations. By doing so, companies can not only enhance employee productivity but also achieve long-term sustainability and success.

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