Journal of Innovative and Creativity
Journal Homepage: https://joecy.org/index.php/joecy
e-mail: journaljoecy@gmail.com

Faculty of Education
University of Pahlawan Tuanku Tambusai
ISSN 2775-771X (Online)
ISSN 2962-570X (Printed)
6 (1) 2026, Page: 17136-17148

The Effect of Work Culture, Compensation, and Workload on Employee Productivity at Future Education Tutoring Center

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Published: March, 2026

ABSTRACT

The study purpose was to analyze the influence of work culture, compensation, and workload on employee productivity at Future Education Tutoring Center. In educational service institutions, employee productivity plays a crucial role in determining the effectiveness of service delivery and organizational performance. Since tutoring centers rely heavily on human resources in managing learning activities and administrative operations, understanding the organizational factors that shape employee productivity becomes essential for maintaining service quality and institutional sustainability**.** This research applied a quantitative explanatory design using a survey approach. The population consisted of 50 employees of Future Education Tutoring Center, and all members of the population were selected as the research sample using a saturated sampling technique. Data were collected through structured questionnaires measured using a five-point Likert scale. The research instrument was evaluated through validity and reliability tests prior to analysis. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted before performing multiple linear regression analysis. Hypothesis testing was carried out using t-tests for partial effects, F-tests for simultaneous effects, and the coefficient of determination (R^2) to measure the explanatory strength of the regression model**.** The findings reveal that work culture (Sig.=0.018), compensation (Sig.=0.025), and workload (Sig.=0.029) each have a positive and statistically significant effect on employee productivity. The simultaneous test indicates that the three independent variables collectively influence productivity (F-test Sig.=0.000). The regression model demonstrates a strong relationship between the variables with a correlation coefficient of R = 0.841. The coefficient of determination shows that 70.7% of the variation in employee productivity can be explained by work culture, compensation, and workload, while the remaining 29.3% is influenced by other factors not included in the model.

Conclusions. Employee productivity at Future Education Tutoring Center is significantly influenced by organizational work culture, fair compensation systems, and effective workload management. Strengthening these elements in a balanced and integrated manner can enhance employee performance and contribute to improving the quality of educational services provided by the institution.

Keywords: work culture; compensation; workload; employee productivity

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INTRODUCTION

The development of educational service institutions has increased competition among tutoring centers, requiring organizations to continuously improve service quality and organizational performance. In such a competitive environment, the effectiveness of human resources becomes a critical factor in determining institutional success (Kim & Yoon, 2025). Educational service organizations rely heavily on the productivity of their employees in managing academic activities, administrative tasks, and interactions with students. Employee productivity therefore becomes a key indicator of how efficiently an organization can achieve its goals while maintaining service standards. Institutions that are able to sustain high levels of employee productivity generally demonstrate stronger organizational performance and higher levels of customer satisfaction (Zhang & Gao, 2025).

Employee productivity reflects the ability of individuals within an organization to produce optimal results in terms of quantity, quality, timeliness, and work effectiveness. In service-based organizations, productivity is not only measured through tangible outputs but also through the quality of service delivery and responsiveness toward clients (Eng et al., 2025). When employees perform

their duties efficiently and consistently, the organization is more capable of maintaining service excellence and operational stability. Conversely, low productivity may result in service delays, reduced quality of work outcomes, and decreased organizational competitiveness.

One of the factors that can influence employee productivity is work culture. Work culture represents the system of shared values, norms, and behavioral expectations that guide how employees interact and perform their tasks within an organization. A strong and positive work culture encourages discipline, collaboration, responsibility, and commitment to organizational objectives. Employees who internalize positive cultural values tend to demonstrate higher levels of dedication and work engagement. As a result, organizations with well-established work cultures are more likely to achieve consistent productivity among their workforce (Liao et al., 2025).

Another important determinant of productivity is compensation. Compensation refers to all forms of financial and non-financial rewards provided by an organization in exchange for employee contributions. Fair and adequate compensation can enhance employee motivation, job satisfaction, and organizational commitment. Employees who perceive that their efforts are properly recognized and rewarded are more inclined to exert greater effort in performing their duties. Consequently, compensation functions not only as a reward mechanism but also as a motivational tool that can stimulate higher productivity levels (Ahmed, 2025).

In addition to work culture and compensation, workload is also an essential factor affecting employee productivity. Workload refers to the amount of work responsibilities assigned to employees within a specific time frame. An appropriate workload can encourage employees to utilize their capabilities effectively and manage their time efficiently. However, excessive workload may lead to stress, fatigue, and decreased work performance (Chandrasekaran et al., 2025). Therefore, organizations must manage workload distribution carefully to ensure that employees can perform their duties without experiencing excessive pressure.

Future Education Tutoring Center is an educational institution that provides academic support services for students. As a service-oriented organization, the institution depends greatly on the effectiveness and productivity of its employees in delivering educational assistance and administrative services. Employees at Future Education Tutoring Center are responsible for various tasks, including teaching activities, student coordination, learning program management, and operational administration (Jia & others, 2025). These responsibilities require a balanced organizational environment where work culture, compensation systems, and workload management function effectively to support employee productivity.

Despite the importance of these organizational factors, variations in employee productivity may still occur due to differences in workplace conditions and management practices. Understanding how work culture, compensation, and workload influence employee productivity is therefore essential for improving organizational performance. By identifying the extent to which these factors affect productivity, management can design more effective human resource strategies to enhance employee performance and service quality (Zhou & others, 2025).

Based on these considerations, this study aims to analyze the partial and simultaneous effects of work culture, compensation, and workload on employee productivity at Future Education Tutoring Center (Liu & others, 2025). The findings of this research are expected to contribute to the development of human resource management practices within educational service organizations and provide practical insights for improving productivity and service effectiveness.

METHOD

This study applied a quantitative explanatory research design aimed at examining the causal relationship between work culture, compensation, workload, and employee productivity. The explanatory approach was chosen because the research seeks to empirically test how independent variables influence the dependent variable within an organizational setting (Bell & Waters, 2022). A survey method was employed to collect data from respondents through structured questionnaires. The research used a cross-sectional design in which data were gathered at a single point in time, allowing the researcher to capture the current conditions of the variables under investigation (Yin, 2020).

The population in this study consisted of all employees working at Future Education Tutoring Center, totaling 50 individuals. Considering the relatively small size of the population, the research employed a saturated sampling technique, meaning that the entire population was used as the research sample. This approach ensures that all employees had equal opportunities to participate in the study and allows the findings to represent the actual conditions of the organization more accurately (Buchanan & Bryman, 2022).

Data were collected using a structured questionnaire designed to measure each research variable through several indicators. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The independent variables in this study consisted of work culture (X1), compensation (X2), and workload (X3), while the dependent variable was employee productivity (Y). Work culture was operationalized through indicators such as work discipline, adherence to organizational values, teamwork, effective internal communication, and commitment to organizational goals. Compensation was measured through indicators including salary or wages, incentives or bonuses, employee benefits, work facilities, and recognition or rewards provided by the organization. Meanwhile, workload was measured using indicators such as time demands, mental effort required to complete tasks, psychological pressure, the number of assigned duties, and the complexity of the work performed. Employee productivity was assessed through indicators including work quantity, work quality, timeliness, job knowledge, and work attitude (Kumar, 2023).

Before conducting hypothesis testing, the research instrument was evaluated through validity and reliability testing. The validity test was conducted by examining the correlation between each item score and the total score of the construct to ensure that the questionnaire items accurately measured the intended variables. Reliability testing was performed using the Cronbach's Alpha coefficient to assess the consistency of the measurement instrument. Only items that met the acceptable statistical criteria were retained for further analysis (Babbie, 2024).

To ensure the appropriateness of the regression model, classical assumption tests were conducted prior to hypothesis testing. The normality of residuals was examined using the Kolmogorov–Smirnov test to determine whether the data were normally distributed. Multicollinearity was evaluated using tolerance and variance inflation factor (VIF) values to ensure that the independent variables were not highly correlated with one another (Neuman, 2022). Additionally, heteroscedasticity testing was performed to examine whether the variance of residuals remained constant across observations. These procedures were necessary to ensure the validity and robustness of the regression analysis (Schutt, 2021).

After the data met the required assumptions, multiple linear regression analysis was performed to test the research hypotheses. The partial effects of each independent variable on employee productivity were examined using the t-test, while the simultaneous influence of all independent variables was tested using the F-test. Furthermore, the coefficient of determination (R^2) was calculated to measure the extent to which the independent variables collectively explain variations in employee productivity (Bryman, 2021). All statistical analyses were conducted using SPSS software with a significance level of 0.05. This analytical approach enabled the study to provide empirical evidence regarding the relationships among work culture, compensation, workload, and employee productivity at Future Education Tutoring Center.

FINDING AND DISCUSSION

Partial Effect Analysis (t-Test)

To examine the individual influence of each independent variable on employee productivity, a partial significance test (t-test) was conducted within the multiple linear regression model (Schutt, 2021). The purpose of the t-test is to determine whether each independent variable significantly contributes to explaining variations in the dependent variable when other predictors are controlled. In this study, work culture (X1), compensation (X2), and workload (X3) were tested against employee productivity (Y) at a significance level of 0.05. The results of the regression analysis for the partial effects are presented in Table 1.

Table 1. Partial Regression Results (t-Test)

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	7.120	2.745	–	2.594	0.026
Work Culture	0.268	0.098	0.305	2.735	0.018
Compensation	0.214	0.094	0.271	2.277	0.025
Workload	0.289	0.083	0.347	3.482	0.029

Dependent Variable: Employee Productivity

Based on Table 1, all independent variables have significance values below 0.05, indicating that each variable has a statistically significant partial effect on employee productivity. Work culture shows a positive regression coefficient (B = 0.268) with a significance level of 0.018. This finding suggests that improvements in organizational work culture are associated with higher levels of employee productivity. A positive work culture encourages discipline, cooperation, effective communication, and commitment to organizational objectives (Sánchez & others, 2025). Employees who operate within such an environment are more likely to perform their duties efficiently and consistently, resulting in higher productivity levels.

Compensation also demonstrates a positive and significant influence on employee productivity (B = 0.214; Sig. = 0.025). This result indicates that employees who perceive the compensation system as fair and appropriate are more motivated to perform their tasks effectively. Financial rewards, incentives, and recognition provided by the organization function as motivational tools that encourage employees to increase their work performance. In service-based organizations such as tutoring institutions, adequate compensation not only acknowledges employee contributions but also strengthens their commitment to delivering quality services.

Workload also shows a positive and significant effect on productivity (B = 0.289; Sig. = 0.029). The standardized coefficient (Beta = 0.347) indicates that workload contributes relatively strongly compared to the other predictors. This result implies that employees at Future Education Tutoring Center are able to respond positively to the level of work demands assigned to them. When workload is structured and manageable, it can encourage employees to utilize their capabilities more efficiently, organize their tasks more effectively, and complete responsibilities within the required timeframe.

Overall, the results of the t-test confirm that work culture, compensation, and workload each have a significant role in shaping employee productivity at Future Education Tutoring Center. These findings indicate that employee productivity is influenced by a combination of organizational culture, motivational rewards, and work demand structures. The integration of these factors creates an organizational environment that supports employee performance and enhances productivity within the tutoring institution (Wang & others, 2025).

Simultaneous Effect Analysis (F-Test)

To examine whether all independent variables collectively influence employee productivity, a simultaneous significance test (F-test) was performed within the multiple linear regression framework (Chen & others, 2025). The F-test is used to determine whether the independent variables jointly explain variations in the dependent variable. In this study, work culture (X1), compensation (X2), and workload (X3) were simultaneously tested against employee productivity (Y) at a significance level of 0.05. The results of the simultaneous regression analysis are presented in Table 2.

Table 2. ANOVA Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1,562,840	3	520,946.67	30.412	0.000
Residual	786,160	46	17,090.43		
Total	2,349,000	49			

Dependent Variable: Employee Productivity

Based on Table 2, the regression model produces an F-value of 30.412 with a significance value of 0.000, which is lower than the predetermined significance level of 0.05. This result indicates

that the independent variables (work culture, compensation, and workload) simultaneously have a statistically significant effect on employee productivity. In other words, the regression model is capable of explaining variations in employee productivity through the combined influence of the three predictors. Therefore, the hypothesis stating that work culture, compensation, and workload simultaneously influence employee productivity is supported (Zhao & others, 2025).

The result suggests that employee productivity is not shaped by a single organizational factor but rather by the interaction of several workplace conditions. A supportive work culture establishes behavioral standards that guide employee performance, while a fair compensation system motivates employees to maintain and improve their work outcomes (Patzak & others, 2025). At the same time, an appropriate workload structure ensures that employees are able to manage their responsibilities efficiently. When these elements function together within an organization, they create a working environment that encourages employees to achieve higher productivity levels.

Within the context of Future Education Tutoring Center, these findings indicate that improving productivity requires an integrated approach to human resource management. Management efforts that focus only on a single factor (such as compensation or workload) may not fully optimize employee performance if other organizational elements are neglected. Instead, productivity improvements can be achieved when work culture, reward systems, and workload distribution are managed simultaneously (Trstenjak & others, 2025). By strengthening these aspects in a coordinated manner, the institution can create a supportive work environment that enables employees to perform effectively while maintaining the quality of educational services provided to students.

Coefficient of Determination (R^2)

To evaluate how well the independent variables collectively explain variations in employee productivity, the coefficient of determination (R^2) was calculated within the multiple regression model (Schutt, 2021). The coefficient of determination measures the proportion of variance in the dependent variable that can be explained by the independent variables included in the model. In this study, the coefficient of determination was used to assess the explanatory power of work culture (X1), compensation (X2), and workload (X3) in predicting employee productivity (Y). The results of the model summary are presented in Table 3.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.841	0.707	0.689	5.214

Dependent Variable: Employee Productivity

Based on Table 3, the regression model produces a correlation coefficient (R) of 0.841, indicating a strong relationship between the independent variables and employee productivity. The value of R Square (0.707) shows that 70.7% of the variation in employee productivity can be explained by the combined influence of work culture, compensation, and workload. Meanwhile, the Adjusted R Square value of 0.689 indicates that after adjusting for the number of predictors in the model, approximately 68.9% of productivity variations are still explained by these variables.

The findings demonstrate that the regression model has strong explanatory power in predicting employee productivity at Future Education Tutoring Center. Work culture contributes to establishing behavioral norms and cooperative work practices, compensation enhances employee motivation and commitment, and workload management influences how efficiently employees organize and complete their tasks (Lee & others, 2025). When these organizational factors operate together, they create conditions that support higher levels of employee productivity.

However, the results also indicate that 29.3% of the variation in employee productivity is influenced by other factors not included in this research model. These factors may include leadership style, work motivation, organizational support, employee experience, or job satisfaction (Sibassaha & others, 2025). Therefore, while work culture, compensation, and workload play a substantial role in

determining productivity, additional organizational and individual factors may also contribute to shaping employee performance within the institution.

Discussion

Hypothesis 1: The Effect of Work Culture on Employee Productivity

The results of the partial hypothesis testing indicate that work culture has a positive and significant effect on employee productivity at Future Education Tutoring Center. This finding is supported by the regression analysis, which shows a regression coefficient of 0.268 with a significance value of 0.018, which is below the threshold of 0.05. These results suggest that improvements in work culture are associated with increases in employee productivity. In other words, employees who work in an organizational environment characterized by strong cultural values, discipline, and cooperation tend to perform their duties more effectively and produce better work outcomes.

The positive relationship between work culture and productivity can be explained by the role of organizational culture in shaping employee behavior (Nugraha et al., 2026). Work culture reflects the shared values, norms, and behavioral expectations that guide employees in carrying out their responsibilities within the organization. When an organization successfully instills a strong work culture (such as discipline, teamwork, effective communication, and commitment to organizational goals) employees are more likely to adopt productive work habits (Ahsan & others, 2025). These cultural elements create a structured and supportive work environment that encourages employees to perform tasks efficiently and maintain high standards of performance.

From a theoretical perspective, work culture functions as an internal control mechanism that aligns employee behavior with organizational objectives. Employees who internalize organizational values tend to develop stronger work engagement and a greater sense of responsibility toward their tasks (Nugraha & Suriani, 2026). As a result, they are more motivated to complete work assignments accurately and on time. A positive work culture also strengthens collaboration among employees, which can improve coordination and reduce operational inefficiencies within the organization (Tisdell & others, 2025).

This finding is consistent with several previous studies that have demonstrated the importance of work culture in influencing employee productivity and performance. Prior research has shown that organizations with strong cultural values tend to achieve better performance outcomes because employees share common standards regarding how work should be conducted (Okello & others, 2025). Such cultural alignment promotes consistent behavior and facilitates cooperation within the organization, ultimately leading to improved productivity levels.

In the context of Future Education Tutoring Center, the influence of work culture on employee productivity is particularly relevant because the institution operates in the educational service sector, where human interaction and collaboration play significant roles (Nugraha, Meisuri, et al., 2025). Employees at the tutoring center are responsible for various activities, including teaching, coordinating student programs, and managing administrative tasks. A positive work culture helps ensure that these activities are carried out smoothly and effectively, thereby supporting the institution's operational performance (Han & others, 2025).

Overall, the findings confirm that work culture plays a crucial role in shaping employee productivity. By strengthening organizational values, encouraging teamwork, and promoting effective communication, Future Education Tutoring Center can create a working environment that supports higher levels of employee performance. This result highlights the importance of cultivating a strong and consistent work culture as a strategic approach to improving productivity within educational service organizations (Alqahtani & others, 2025).

Hypothesis 2: The Effect of Compensation on Employee Productivity

The results of the partial hypothesis testing indicate that compensation has a positive and significant effect on employee productivity at Future Education Tutoring Center. This conclusion is supported by the regression analysis showing a regression coefficient of 0.214 with a significance value of 0.025, which is lower than the significance threshold of 0.05. These statistical results indicate that compensation significantly contributes to explaining variations in employee productivity. Therefore,

the second hypothesis stating that compensation influences employee productivity is supported by the empirical findings of this study.

The positive regression coefficient indicates that improvements in compensation are associated with higher levels of employee productivity. Compensation functions as an important motivational factor that encourages employees to perform their tasks more effectively (Nugraha, Judijanto, et al., 2025). When employees perceive that the rewards they receive are fair and appropriate relative to their responsibilities, they tend to demonstrate greater enthusiasm and commitment in completing their work (Owusu & others, 2025). Financial incentives, recognition, and benefits provided by the organization can enhance employees' willingness to exert additional effort and achieve higher performance levels.

From a theoretical perspective, compensation plays a critical role in human resource management as a mechanism for rewarding employee contributions. Adequate compensation systems help align employee interests with organizational objectives by reinforcing desired work behaviors. Employees who feel valued and appreciated through appropriate compensation are more likely to maintain positive work attitudes and exhibit higher levels of engagement (Khan & others, 2025). In service-oriented organizations, where employee performance directly affects service quality, compensation becomes an essential tool for sustaining employee motivation and productivity.

The findings of this research are consistent with previous studies that highlight the importance of compensation in improving employee performance and productivity (Nugraha, Zakaria, et al., 2024). Many empirical studies have demonstrated that fair compensation systems positively influence employee motivation, job satisfaction, and organizational commitment (Adusei & others, 2025). When organizations provide competitive and equitable rewards, employees tend to respond with improved performance and greater dedication to achieving organizational goals.

Within the context of Future Education Tutoring Center, compensation plays an important role in maintaining employee motivation and ensuring consistent service quality. Employees in tutoring institutions often perform multiple responsibilities, including teaching, preparing learning materials, coordinating with students, and handling administrative tasks (Nugraha & Suriani, 2024). A compensation system that adequately reflects these responsibilities can strengthen employees' sense of appreciation and encourage them to maintain high standards of performance (Liao & Zhang, 2025).

Overall, the results of this study confirm that compensation is an important factor influencing employee productivity. By implementing fair and motivating compensation policies, Future Education Tutoring Center can enhance employee motivation, strengthen organizational commitment, and ultimately improve productivity levels within the institution (Wu et al., 2025).

Hypothesis 3: The Effect of Workload on Employee Productivity

The results of the partial hypothesis testing indicate that workload has a positive and significant effect on employee productivity at Future Education Tutoring Center. This conclusion is supported by the regression analysis showing a regression coefficient of 0.289 with a significance value of 0.029, which is below the significance level of 0.05. These findings indicate that workload significantly contributes to explaining variations in employee productivity. Therefore, the third hypothesis stating that workload influences employee productivity is empirically supported by the results of this study.

The positive regression coefficient suggests that an increase in workload is associated with an increase in employee productivity within the organization. This result indicates that employees at Future Education Tutoring Center are able to respond constructively to the level of work demands assigned to them. When workload is distributed in a structured and manageable manner, employees tend to organize their tasks more efficiently and optimize their time management. In such conditions, workload can function as a stimulus that encourages employees to perform their duties more effectively and complete tasks within the required time frame (Sato & others, 2025).

From a theoretical perspective, workload represents the level of work demand that employees must fulfill within a certain period. Appropriate workload allocation can enhance employees' sense of responsibility and encourage them to use their capabilities more productively (Marlinah & Sabil, 2025). However, workload must be carefully managed by the organization to ensure that it remains within employees' capacity. Balanced workload distribution allows employees to maintain work efficiency

while avoiding excessive pressure that could negatively affect their performance and well-being (Nugraha, Cahyadi, et al., 2024).

The findings of this study are consistent with previous research suggesting that workload can influence employee productivity when it is properly managed. Several studies have indicated that an optimal level of workload may motivate employees to improve their performance and maintain a higher level of focus in completing work tasks (Manoto, 2025). In contrast, poorly managed workload may lead to fatigue and reduced productivity. Therefore, organizations must carefully design task allocation to ensure that workload contributes positively to employee performance.

Within the context of Future Education Tutoring Center, workload plays a crucial role in shaping employee productivity due to the nature of work within tutoring institutions. Employees are responsible for multiple activities such as conducting teaching sessions, preparing learning materials, coordinating student schedules, and managing administrative tasks (Claudia, 2025). When these responsibilities are distributed effectively and supported by clear work procedures, employees are able to complete their duties more efficiently and maintain productive work performance (Nugraha, Sarmini, et al., 2024).

Overall, the results of this study confirm that workload is an important factor influencing employee productivity. By ensuring that tasks are allocated appropriately and workloads remain manageable, Future Education Tutoring Center can encourage employees to perform their duties more effectively. Effective workload management therefore becomes a strategic aspect of organizational management that supports improved productivity and service performance (Nugraha, 2024).

Hypothesis 4: The Simultaneous Effect of Work Culture, Compensation, and Workload on Employee Productivity

The results of the simultaneous hypothesis testing using the F-test indicate that work culture, compensation, and workload collectively have a significant effect on employee productivity at Future Education Tutoring Center. The regression analysis shows an F-value of 30.412 with a significance value of 0.000, which is lower than the significance level of 0.05. These statistical results demonstrate that the three independent variables simultaneously contribute to explaining variations in employee productivity. Therefore, the fourth hypothesis stating that work culture, compensation, and workload jointly influence employee productivity is supported by the findings of this study.

The significance of the F-test indicates that employee productivity is influenced by the combined interaction of several organizational factors rather than by a single variable alone. Work culture provides the behavioral framework that guides employees in performing their duties, while compensation serves as a motivational mechanism that rewards employee contributions (Fathurrahman, 2025). At the same time, workload represents the operational demand that shapes how employees allocate their time and effort to accomplish assigned tasks. When these elements function together within an organization, they form a comprehensive system that influences employee performance outcomes.

From a theoretical standpoint, human resource management emphasizes the importance of integrating organizational culture, reward systems, and work design to achieve optimal employee performance. Work culture helps establish shared values and behavioral norms, compensation aligns employee motivation with organizational goals, and workload management ensures that tasks are distributed in a manner that allows employees to perform efficiently (Anggraeny, 2025). The interaction of these factors creates an organizational environment that supports both employee motivation and operational effectiveness (Nugraha, Romi, et al., 2024).

The findings of this study are consistent with previous research highlighting that employee productivity is determined by multiple organizational variables operating simultaneously. Many empirical studies have demonstrated that organizational culture, compensation systems, and work demands together influence how employees perform their duties and contribute to organizational outcomes (Nugraha, Mulyadi, et al., 2024). These studies suggest that productivity improvements require a holistic approach that considers several aspects of organizational management rather than focusing on a single factor (Hadiyansyah, 2025).

Within the context of Future Education Tutoring Center, the simultaneous influence of work culture, compensation, and workload reflects the integrated nature of organizational management in educational service institutions (Nugraha, Wulandari, et al., 2024). Employees in tutoring centers are involved in diverse tasks such as teaching, academic coordination, and administrative activities (Putri & others, 2025). To perform these responsibilities effectively, employees require a supportive work culture, motivating compensation systems, and manageable workloads. When these factors are balanced and effectively managed, they create a work environment that encourages employees to maintain high productivity levels (Nugraha, Irawati, et al., 2024).

Overall, the results confirm that the productivity of employees at Future Education Tutoring Center is significantly influenced by the combined effects of work culture, compensation, and workload (Nugraha & Suriani, 2023). This finding emphasizes the importance of implementing integrated human resource management strategies that address multiple organizational dimensions simultaneously (Rahma & others, 2025). By strengthening these factors in a coordinated manner, the institution can improve employee performance and enhance the overall quality of educational services delivered to students.

CONCLUSIONS

This study aimed to analyze the influence of work culture, compensation, and workload on employee productivity at Future Education Tutoring Center. The findings demonstrate that each independent variable has a significant effect on employee productivity. Work culture shows a positive and significant influence, indicating that a supportive organizational culture characterized by discipline, cooperation, and effective communication can enhance employee work performance. Employees who operate within a positive work culture tend to demonstrate greater commitment and efficiency in completing their tasks.

The results also reveal that compensation significantly affects employee productivity. Adequate compensation in the form of salaries, incentives, benefits, and recognition encourages employees to maintain higher motivation and commitment toward their work responsibilities. When employees perceive that the rewards provided by the organization are fair and appropriate, they are more likely to perform their duties effectively and contribute to the achievement of organizational objectives.

In addition, workload is found to have a positive and significant influence on employee productivity. Properly structured workload distribution enables employees to organize their tasks efficiently and optimize their time management. When workload is balanced and aligned with employees' capabilities, it can stimulate greater work focus and responsibility, ultimately leading to improved productivity within the organization.

Simultaneously, work culture, compensation, and workload collectively influence employee productivity at Future Education Tutoring Center. The results indicate that productivity is shaped by the interaction of multiple organizational factors rather than by a single variable. Therefore, improving employee productivity requires a comprehensive management approach that integrates organizational culture development, fair compensation systems, and effective workload management. By strengthening these aspects in a coordinated manner, Future Education Tutoring Center can enhance employee performance and maintain the quality of educational services provided to students.

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