

Optimal Employee Productivity: Understanding the Influence of Competence, Wages, and Communication

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Abstrak

Penelitian ini bertujuan untuk menganalisis keterkaitan dan pengaruh kompetensi, upah, serta komunikasi terhadap produktivitas karyawan di PT. Karya Alfa Omega. Jenis penelitian yang dilakukan oleh penulis adalah penelitian deskriptif kuantitatif. Dalam penelitian deskriptif kuantitatif ini, digunakan teknik purposive sampling sebagai metode pengumpulan data yang melibatkan 100 responden. Data dianalisis menggunakan perangkat lunak SmartPLS 5.0, termasuk Analisis Uji Outer Model, Uji Validitas, Uji Reliabilitas, Uji Average Variance Extracted (AVE), Uji R-square, dan Uji Hipotesis. Hasil menunjukkan bahwa kompetensi secara positif mempengaruhi produktivitas karyawan ($T=2.007$, $p=0.045$), upah secara positif mempengaruhi produktivitas karyawan ($T=2.042$, $p=0.041$), dan komunikasi juga secara positif mempengaruhi produktivitas karyawan ($T=2.053$, $p=0.040$). Penelitian ini memberikan wawasan empiris baru tentang interaksi antara kompetensi, upah dan komunikasi dengan menekankan dampaknya terhadap produktivitas karyawan. Hasil penelitian menunjukkan bahwa produktivitas karyawan di PT. Karya Alfa Omega perlu ditingkatkan melalui pelatihan keterampilan, perbaikan fasilitas, dan pemenuhan hak karyawan. Faktor kompetensi, upah, dan komunikasi juga berpengaruh.

Kata Kunci: Kompetensi; Upah; Komunikasi; Produktivitas Karyawan.

Abstract

This study aims to analyze the relationship and influence of competence, wages, and communication on employee productivity at PT. Karya Alfa Omega. The type of research conducted by the author is quantitative descriptive research. In this quantitative descriptive research, purposive sampling was used as the data collection method involving 100 respondents. The data were analyzed using SmartPLS 5.0 software, including Outer Model Test Analysis, Validity Test, Reliability Test, Average Variance Extracted (AVE) Test, R-square Test, and Hypothesis Test. The results show that competence positively affects employee productivity ($T=2.007$, $p=0.045$), wages positively affect employee productivity ($T=2.042$, $p=0.041$), and communication also positively affects employee productivity ($T=2.053$, $p=0.040$). This study provides new empirical insights into the interaction between competence, wages, and communication, emphasizing their impact on employee productivity. The results show that employee productivity at PT. Karya Alfa Omega needs to be improved through skills training, facility improvements, and fulfillment of employee rights. Competence, wages, and communication are also influential factors.

Keyword: Competence; Wages; Communication; Employee Productivity.

1. Introduction

PT. Karya Alfa Omega is a company engaged in metal and iron casting for automotive components for both motorcycles and cars. PT. Karya Alfa Omega has a vision to become a leading outsourcing company that provides HR management solutions with transparent, responsible, honest, and reliable services to increase the productivity of its partners. PT. Karya Alfa Omega also has a mission to manage human resources by respecting human values, providing outsourcing solutions for comfortable industrial relations, delivering excellent service, and helping partners grow to create jobs. The company believes that competent and motivated employees can increase employee productivity to achieve company goals. PT. Karya Alfa Omega continues to invest in managing and developing employee potential through training programs. The metal and iron industry plays a very important role in determining the economic welfare of a nation. The metal and iron casting industry in Indonesia is highly competitive, mainly due to high demand in sectors such as automotive, construction, manufacturing, heavy equipment, and infrastructure. Given this competitive demand, companies require employees who are competent in their fields, disciplined, and highly productive in their work. Furthermore, with the development of PT. Karya Alfa Omega, which aims to further improve the quality of its products, it is necessary to be supported by employee productivity based on clear and measurable work targets for each employee. This is in line with the company's goal of increasing employee productivity to achieve company productivity and targets. It is important for employees to have good competence at work, so that they are able to implement tasks effectively and have the skills necessary to complete work according to the targets set by the company (Bahari & Aditya, 2021). Kompetensi adalah kemampuan untuk menyelesaikan pekerjaan atau tugas yang didasarkan pada keterampilan dan pengetahuan, serta didukung oleh sikap kerja yang diperlukan untuk menjalankan tugas tersebut (Khoifatul Badriyah *et al.*, 2022). Factors that influence competence are beliefs and values, skills, experience, characteristics, personality, motivation, emotional issues, organizational culture, and intellectual ability (Hukama *et al.*, 2023). With competence, employees are able to deepen and expand their work abilities, thereby increasing company productivity (Eksan & Dharmawan, 2020). Conversely, if employees lack competence in their field and do not carry out tasks in accordance with organizational objectives, this will result in unproductive work, which can hinder company productivity (Noviyanti & Kuswanto, 2019). Without good employee competence, organizational goals will be difficult to achieve.

In addition to competence, wages are also one of the factors that must be considered comprehensively by companies, because wages play a major role in efforts to increase employee productivity. Wages play a very important role in the survival of companies and their employees (Rampisela & Lumintang, 2020). One of the factors that can create good work is wages and salaries (Mustafa *et al.*, 2018). The higher the salary given to employees, the higher the level of productivity that will be produced by these employees, because they are aware of their responsibilities and the contributions they must make to the company (Karinsqie, 2021). An organization must consider the principle of fairness when determining wages. Fairness must also be considered in determining wages (Efendi *et al.*, 2020). Therefore, companies must also pay attention to the principle of fairness in determining the salaries of their employees. This is because the more attention leaders pay to employees by providing appropriate rewards, the more this will be reflected in what the company will gain (Hijuzaman *et al.*, 2022). Another factor that is quite influential is communication. Communication is very important in an organization. With effective communication, we are able to complete tasks more easily and quickly, so that goals can be achieved in a short time (Mutia *et al.*, 2018). Effective communication must be applied by all members of the company, especially company leaders, because effective communication can make it easier for leaders to provide direction, motivation, supervision, and coordination (Rahmad Haidar *et al.*, 2022). Conversely, ineffective communication can hinder employees' ability to perform their tasks well (Vidanarko *et al.*, 2024). Communication can be direct or indirect. Direct or face-to-face communication occurs without the aid of communication tools, while indirect communication occurs when someone does not use language directly, such as through hand movements, expressions, or distance.

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This study was motivated by gap research (Putri *et al.*, 2024) that used employee performance as the dependent variable. In this study, there is a development from previous research gaps by using employee productivity as the dependent variable. The difference that became the gap in the development of this study lies in study (Mochamad Raihan Awlia *et al.*, 2024), which applied a verificative (cause-and-effect relationship) type of research, while this study used a quantitative descriptive approach. Further development can be seen in the competency indicators applied in this study (Metha, 2023) which focused on interest, while this study referred to the use of values as indicators. In addition, in (Eksan & Dharmawan, 2020) there are three indicators of productivity, which in this study are expanded to four indicators with the addition of the cooperative attitude indicator. Furthermore, this study is based on study (Prakoso, 2022) which uses the variable of motivation but relates it to employee performance.

2. Literatur Review

2.1 Competence

Competence is the ability to perform tasks or jobs based on knowledge and skills, supported by the work attitude required to carry out the job (T. Wulandari *et al.*, 2023). Competence is the potential within employees that can help companies achieve optimal profits (Lestari *et al.*, 2021). In addition, competence is also defined as an ability or expertise possessed by individuals in carrying out certain tasks or jobs in accordance with their position (Mustafa *et al.*, 2018). Competence includes the ability to perform work based on knowledge and skills, supported by work behavior that is in line with the needs of the job (Baihaki *et al.*, 2024). Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Sartika *et al.*, 2023). Employees with a high level of competence will be able to perform their duties well (Rani *et al.*, 2018). This study is based on indicators that influence competency variables, as described in study (Baihaki *et al.*, 2024), namely:

- 1) Knowledge: the process required to support the skills needed to complete work tasks well.
- 2) Understanding: refers to a person's level of understanding of the skills needed to achieve success in a job.
- 3) Attitude: refers to a person's mentality or attitude towards development and application.
- 4) Ability: the skills needed to perform a job.
- 5) Value: a measure of a person's ability to adapt to the work environment and contribute to the success of the organization.

Competence is necessary for employees to increase organizational productivity, because competence plays an important role in terms of a person's basic ability to perform a job (Wanagi & Firdaus, 2024). Previous findings (Rani *et al.*, 2018), (Abubakar, 2018), (Sendi & Heryanda, 2022), (Artha & Intan, 2021), (Shinta Simanjuntak, 2021) show that competence affects employee productivity. Meanwhile, research (Jumantoro *et al.*, 2019) shows that competency has no effect on productivity.

2.2 Wages

Wages are compensation given in the form of services or money, which are paid or set to be paid to individuals at certain intervals as compensation for services rendered (Ilhami *et al.*, 2024). Wages are defined as payments given in return for work done by others to the recipient of the work, either for tasks that have been completed or those to be performed (Lukminto Aji Saputro & Edy Purwo Saputro, 2023). In economic theory, wages are defined as compensation received by workers in return for various services provided to employers (Rampisela & Lumintang, 2020). Wages are all expenditures, whether in the form of money or goods, given to employees as compensation for the work or services they provide to the business (Attaqi, 2022). Wages are monetary compensation given to workers as determined by mutual agreement, provisions in the law, and applicable regulations, and are provided based on the employment contract between the worker and the employer (Hestiawan *et al.*, 2025). According to wage efficiency theory, increased productivity will be influenced by a higher wage hierarchy (Attaqi, 2022). Individuals who

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have a high level of effort will receive greater rewards, thereby increasing productivity (Estuti *et al.*, 2021). The indicators in study (Mustafa *et al.*, 2018) support this study, so the following wage indicators are used:

- 1) Incentives: additional rewards given as motivation for performance or work results that exceed targets.
- 2) Allowances: additional components of salary given to meet specific needs.
- 3) Facilities: conveniences or services provided by the company to support employee comfort and productivity.

Wages play an important role as one of the aspects that support a decent livelihood for humans and the production process (Jasiyah *et al.*, 2022). Wages are expressed in the form of money determined based on agreements, laws and regulations, and applicable regulations, and are paid based on an employment agreement between company management and workers (Ilhami *et al.*, 2024). High wages enable workers to improve their families' welfare. Previous findings indicate that wages affect employee productivity, including studies (Karinsqie, 2021), (Lukminto Aji Saputro & Edy Purwo Saputro, 2023), (Attaqi, 2022), (Puspasari, 2020). However, this study found that wages do not affect employee productivity (Rampisela & Lumintang, 2020), (Susilowati & Fadli, 2024).

2.3 Communication

Communication is the process of exchanging information, both verbal and nonverbal, between sender and receiver with the aim of changing behavior (Daulay, 2020). Communication is also defined as the exchange of information from one person to another so that work can be understood more clearly (Wibowo, 2018). In addition, communication is a process of exchanging information, thoughts, and emotions that results in transformation, thereby establishing a good relationship between the sender and receiver of the message (Sari *et al.*, 2023). Furthermore, communication is also defined as a process of transferring and exchanging messages in the form of information, facts, feelings, and ideas (Putri *et al.*, 2024). Communication is the process of exchanging information, messages, and emotions between individuals or groups, both vertically and horizontally, with the aim of achieving mutual understanding (Shalsabilla *et al.*, 2025). Communication provides leaders with awareness of their employees' feelings in carrying out their duties (Wibowo, 2018). Good information exchange will facilitate the achievement of desired goals. Communication indicators (I. Wulandari & Firdaus, 2024) that support this research include:

- 1) Openness: a humble, honest, and fair attitude, as well as accepting the opinions of others.
- 2) Empathy: the ability to understand the feelings of others in a given situation.
- 3) Support: a form of attention received by individuals, either individually or in groups.
- 4) Positivity: being kind when expressing opinions, whether they are conflicting or supportive.
- 5) Equality: an attitude of openness to accepting other members of the communication group as equals or respecting the views of others.

Effective communication can prevent mistakes in the workplace and create good working relationships between leaders and employees to increase employee productivity in achieving company goals (Daulay, 2020). Previous findings (Rahmad Haidar *et al.*, 2022), (Sari *et al.*, 2023), (Fuaddi & Amenda, 2023), (Ndruru *et al.*, 2022), (Arifurrahman *et al.*, 2021) show that communication safety will affect employee productivity, while research (Khoirun, 2024) shows that communication has no effect on labor productivity.

2.4 Employee Productivity

Employee productivity is the ability of employees to complete a task according to the predetermined speed and cost standards (Mariani & Firdaus, 2023). Employee productivity is a measure of the quantity and quality of work, taking into account the utilization of resources (materials, technology, information, and human performance) (Moliddina Prihatin, Lenny Hasan, 2019). In addition, employee productivity is also defined as the ability of company employees to produce a certain amount of products in accordance with the desired objectives (Putri *et al.*, 2024). Employee productivity is an indicator that measures the extent to which an employee is able to complete their work in accordance with the quality and quantity standards set by the company (Saiful Anwar, 2025). Employee productivity is the level of success an individual has

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in completing assigned tasks or responsibilities, measured based on criteria such as ability, experience, and time spent (Nabella *et al.*, 2025). Employee productivity includes methods for producing and improving services and goods optimally, with the aim of utilizing resources efficiently (Efendi *et al.*, 2020). The ability of employees to produce services and goods by utilizing various resources and production factors to improve the quantity and quality of their work (Yusuf *et al.*, 2024). Employee productivity indicators refer to (Ilhami *et al.*, 2024) including:

- 1) Work quantity: a measure of the amount of output or results produced within a certain period of time, such as services, number of products, or tasks completed.
- 2) Work quality: the level of excellence or conformity of work results with specified standards, reflecting accuracy, precision, and satisfaction with the results.
- 3) Timeliness in completing work: the ability to complete work within a specified time limit.
- 4) Cooperative attitude: behavior that demonstrates cooperation, willingness to help, and the ability to work harmoniously with others.

3. Research Methodology

This type of research is quantitative descriptive research, which aims to describe the numerical data obtained as a result of the research (Jayusman & Shavab, 2020). PT. Karya Alfa Omega is a company engaged in metal and iron casting for automotive components. The location of this research is on Jl. Diponegoro Pekarungan, RT 07 RW 02, Karangnongko, Sukodono District, Sidoarjo Regency, East Java with the postal code 61258. The population of this study is all 120 employees of PT. Karya Alfa Omega. The sampling technique used purposive sampling with the criteria of non-permanent employees and those with more than 1 year of service. With these criteria, a sample of 100 employees was obtained. This study uses one type of data, namely primary data. Primary data was obtained through questionnaires filled out by respondents or samples. The collected data was then processed using Partial Least Squares (PLS) with the help of SmartPLS 5.0 software. The data analysis techniques applied included Outer Model Test Analysis, Validity Test, Reliability Test, Average Variance Extracted (AVE) Test, R-square Test, and Hypothesis Test for each variable in this study (E. R. Wulandari *et al.*, 2023).

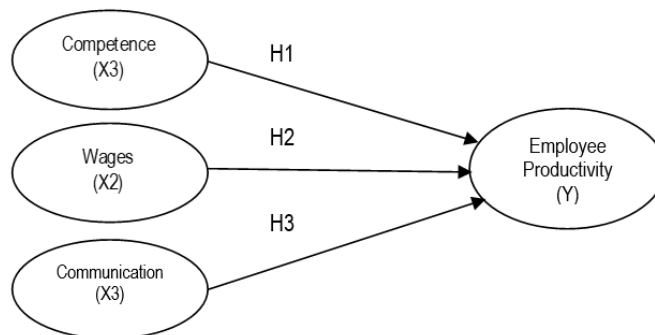


Figure 1. Conceptual Model of the Study

H1 : Competence has a positive and significant influence on the productivity of PT. Karya Alfa Omega employees.

H2 : Wages have a positive and significant effect on the productivity of PT. Karya Alfa Omega employees.

H3 : Communication has a positive and significant impact on the productivity of PT. Karya Alfa Omega employees.

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4. Result and Discussion

4.1 Result

In this study, the author took a sample of employees at PT. Karya Alfa Omega using a Google Form questionnaire distributed via the WhatsApp application. A review of the characteristics of the 100 respondents will be presented to provide an overview of the respondents' circumstances.

Table 1. Respondent Characteristic

Variable	Category	Frequency	Persentation (%)
Gender	Male	100	100
	Female	0	0
Age	20-30 year	54	54
	31-40 year	41	41
	>41 year	5	5
Job Status	Permanent employee	100	100
	Temporary employees	3	3
Length of Service	1-5 year	71	71
	6-10 year	20	20
	> 10 year	9	9

Based on the data in Table 1, it can be concluded that 100% of respondents were male, or 100 respondents. In addition, the age category with the highest number of respondents was 20-30 years old, or 54% or 54 respondents, while the smallest number of respondents were aged >41 years old, or only 5%. This means that the majority of respondents are of productive age, namely 20 to 30 years old. Based on the data on length of employment above, it can be seen that 71% have been employed for 1-5 years, compared to 20% who have been employed for 6-10 years and only 9% for >10 years. Table 1 also shows that the employees at PT Karya Alfa Omega are temporary employees, with a percentage of 100%.

4.1.1 Hypothesis Testing and Analysis

In this study, data analysis used validity testing, reliability testing, and hypothesis testing. These tests were measured using SmartPLS (Partial Least Square) with a total of 100 respondents who work at PT. Karya Alfa Omega so that it could be determined whether the research conducted was valid or invalid.

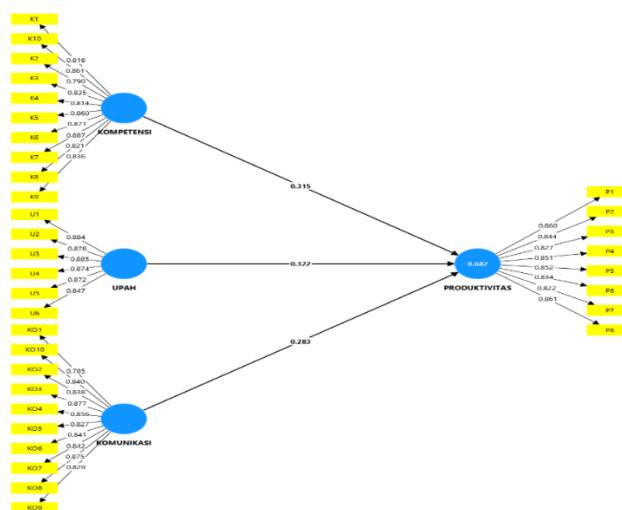


Figure 2. Outer Model Result

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Based on Figure 2, it shows that all indicators have a loading factor value > 0.7, which means that the construct has met the convergent validity requirements. Measurement model testing (outer model) is used to determine how latent variables and manifest variables interact. This test includes convergent validity, discriminant validity, and convergent validity reliability.

Table 2. Outer Loading

	Kompetensi	Komunikasi	Produktivitas	Upah
K1	0.816			
K10	0.861			
K2	0.790			
K3	0.835			
K4	0.814			
K5	0.860			
K6	0.871			
K7	0.887			
K8	0.821			
K9	0.836			
KO1		0.785		
KO10		0.840		
KO2		0.838		
KO3		0.877		
KO4		0.856		
KO5		0.827		
KO6		0.841		
KO7		0.842		
KO8		0.875		
KO9		0.829		
P1			0.860	
P2			0.844	
P3			0.827	
P4			0.851	
P5			0.852	
P6			0.834	
P7			0.822	
P8			0.861	
U1				0.884
U2				0.878
U3				0.885
U4				0.874
U5				0.872
U6				0.847

The outer model value or loading factor can be used to test convergent validity. The outer loading values of each indicator in the research variables show that each indicator of the Competence (X1), Wages (X2), Communication (X3), and Employee Productivity (Y) variables has an average outer loading >0.7. Therefore, it can be stated that the indicators of each variable meet the convergent validity requirements.

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4.1.2 Reliability Test

Composite Reliability was conducted to evaluate the reliability of indicators for each variable. In this study, the composite reliability value of a variable is considered acceptable if its value is >0.7. The composite reliability values are shown in table 3:

Tale 3. Composite reliability

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Competence	0.953	0.954	0.705
Wages	0.938	0.941	0.763
Communication	0.954	0.956	0.708
Employee Productivity	0.942	0.943	0.713

Based on the test results in Table 3, the composite reliability value of the competency variable is 0.954, the composite reliability value of wages is 0.941, the composite reliability value of communication is 0.956, and the composite reliability value of employee productivity is 0.943, indicating that the values of all variables are greater than 0.7, which means that all variables are reliable.

4.1.3 Average Variance Extracted (AVE) Test

A model construct can be said to have high reliability if the AVE exceeds 0.5, in which case the model structure is considered to have high reliability. If AVE >0.5, the data is considered reliable. The AVE values for all variables are shown as follows:

Table 4. Average variance extracted

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Competence	0.953	0.954	0.705
Wages	0.938	0.941	0.763
Communication	0.954	0.956	0.708
Employee Productivity	0.942	0.943	0.713

Table 4 shows that the AVE values of all variables are greater than 0.5. Therefore, all variables can be considered reliable. This means that each variable has good discriminant validity.

4.1.4 Structural Model Analysis (Inner Model)

Inner model or structural model testing is conducted by examining the relationship or influence between constructs, significant values, and R-Square (R2) of the research model. Measurement analysis using SmartPLS 5.0 shows the following image:

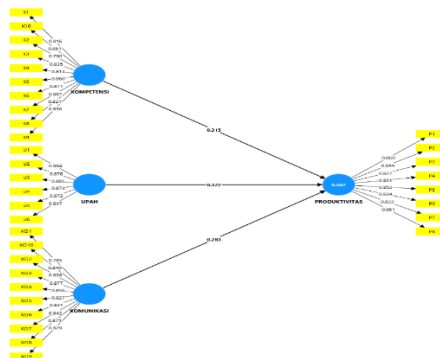


Figure 3. Outer Model Result

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4.1.5 R-Square Value

In this process, to explain the strength of the relationship or influence of independent latent variables on other dependent variables, a measurement standard of 0.75 is considered strong, 0.50 is considered moderate, and 0.25 is considered weak. The table below shows the estimated R-Square results using SmartPLS:

Table 5. R-Square value

Variabel	R-square	R-square adjusted
Employee Productivity	0.682	0.672

Table 5 shows that the productivity variable (Y) has an R-Square of 0.682 or 70%. This value indicates that the structural model of this study is categorized as strong because it has an R-Square value >0.67. It can be concluded that the variables of Competence (X1), Wages (X2), and Communication (X3) can measure and have a good relationship with the Employee Productivity variable with a good R-Square value of 70%.

4.1.6 Hypothesis Testing

The results of data processing can be used to answer research hypotheses. Coefficient values are used to test these research hypotheses. If the coefficient value is positive, then the hypothesis is considered to have a positive relationship. This study can be said to be significantly accepted if the P-Values are <0.05 and the t-statistic values are >1.96. The following are the results of hypothesis testing:

Table 6. Bootstrapping

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Kompetensi -> Produktivitas	0.315	0.333	0.157	2.007	0.045
Upah -> Produktivitas	0.322	0.305	0.158	2.042	0.041
Komunikasi -> Produktivitas	0.283	0.283	0.138	2.053	0.040

Based on table 5, it can be explained that:

- 1) Based on the SmartPLS measurement results of the Competence variable, the value of this variable is $t_{count} < t_{table}$ with a value of $2.007 > 1.96$, while the p-value measurement is $0.045 > 0.05$. This can be concluded that the measurement results explain that Competence has a significant effect on the Productivity of 100 employees working at PT Karya Alfa Omega.
- 2) Based on the SmartPLS measurement results of the Wage variable, the value of this variable is $t_{count} < t_{table}$ with a value of $2.042 > 1.96$, while the p-value measurement is $0.041 > 0.05$. This can be concluded that the measurement results explain that wages have a significant effect on the productivity of 100 employees working at PT Karya Alfa Omega.
- 3) Based on the SmartPLS measurement results of the Communication variable, the value of this variable is $t_{count} < t_{table}$ with a value of $2.053 > 1.96$, while the p-value measurement is $0.040 > 0.05$. This can be concluded that the measurement results explain that Communication has a significant effect on the Productivity of 100 employees working at PT Karya Alfa Omega.

4.2 Discussion

The results of the study prove that competence has a significant positive effect on the productivity of PT. Karya Alfa Omega employees. This means that the higher the competence of employees in terms of skills, knowledge, and attitude, the higher their productivity. This proves that employees who have the skills and knowledge that meet job standards can complete their work according to the specified targets.

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These research results are in line with studies (Rani *et al.*, 2018), (Abubakar, 2018), (Sendi & Heryanda, 2022), (Artha & Intan, 2021), (Shinta Simanjuntak, 2021) and not in line with study (Jumantoro *et al.*, 2019). Competence is built on several indicators, including knowledge, understanding, attitude, ability, and values. The greatest contribution lies in the indicator of knowledge towards the company, meaning that the majority of respondents agree that knowledge at work can increase employee productivity towards the company. Thus, strengthening the aspect of knowledge through training and continuous development is a strategic step that needs to be taken to achieve optimal work results and support overall organizational growth. The existence of competencies in employees plays an important role in deepening and expanding their work abilities (Eksan & Dharmawan, 2020). This has a direct implication on increasing company productivity, because employees with high competencies tend to be more efficient and effective in carrying out their tasks. We believe that competence is very important for increasing employee productivity. Employees with good skills and knowledge tend to be more efficient, adapt quickly, and be motivated to achieve better results. Investing in competence development also benefits the company by creating a productive team and reducing errors.

The results of the study prove that wages have a significant positive effect on the productivity of PT. Karya Alfa Omega employees. This means that the appropriateness of employee wages for the work performed will increase employee productivity for the company. This proves that when employees receive fair wages that are commensurate with their contributions, they will be more motivated to work hard and deliver optimal results, thereby enabling the company to benefit from a more productive and committed workforce. These research results are in line with studies (Karinsqie, 2021), (Lukminto Aji Saputro & Edy Purwo Saputro, 2023), (Attaqi, 2022), (Puspasari, 2020) and not in line with studies (Rampisela & Lumintang, 2020), (Susilowati & Fadli, 2024). Wages are determined by several indicators, including incentives, allowances, and facilities. The largest contribution comes from the facilities indicator, meaning that the majority of respondents agree that employees are satisfied with the facilities provided by the company to improve employee productivity. This shows that investing in adequate facilities not only increases employee satisfaction but also contributes to an overall increase in productivity. One of the key factors that can encourage employees to work well and increase their productivity is competitive wages (Mustafa *et al.*, 2018). By providing appropriate wages, companies can create a productive and satisfying work environment for employees. When employees receive wages that are commensurate with their contributions, they tend to be more motivated and committed to achieving the company's goals. In addition, good wages can reduce turnover and increase loyalty, creating a more stable and productive work environment. Thus, proper wage management is key to driving overall employee productivity. The results of the study prove that communication has a significant positive effect on the productivity of PT. Karya Alfa Omega employees. This means that the better the communication between leaders and employees, the clearer the employees' understanding of the tasks assigned to them, thereby increasing their productivity. This proves that a good and open relationship between managers and employees not only clarifies expectations but also creates a more collaborative and supportive work environment, which in turn encourages employees to perform at their best.

These research results are in line with studies (Rahmad Haidar *et al.*, 2022), (Sari *et al.*, 2023), (Fuaddi & Amenda, 2023), (Ndruru *et al.*, 2022), (Arifurrahman *et al.*, 2021) and not in line with study (Khoirun, 2024). Communication is built on several indicators, including openness, empathy, support, positivity, and equality. The greatest contribution lies in the indicator of positivity, meaning that the majority of respondents agree that employees with a positive attitude in the work environment, both from leaders and fellow employees, will create a more productive and harmonious work atmosphere. This positive feeling encourages increased work motivation, where employees feel more enthusiastic in carrying out their daily tasks. Effective communication within an organization is very important because it can facilitate and accelerate the completion of tasks (Mutia *et al.*, 2018). This contributes directly to increased employee productivity, enabling them to achieve goals more efficiently and in a shorter time. Effective communication creates a clear flow of information, allowing employees to better understand their tasks and expectations. This reduces errors and confusion and enhances team collaboration. When employees

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feel involved and informed, they are more motivated to contribute, which ultimately has a positive impact on the overall performance and productivity of the organization.

5. Conclusion

Based on the results of the research conducted, employee productivity at PT. Karya Alfa Omega shows the need to improve employee productivity in the field of metal and iron casting through better skills training, improved supporting work facilities, and fulfillment of rights in accordance with the tasks assigned. Employee productivity at PT. Karya Alfa Omega is influenced by competence, because employees with high competence will have good knowledge and skills to complete the tasks assigned. Wages affect productivity, because the adequacy of employee rights in the form of wages, incentives, allowances, and facilities will increase employee productivity at work. Communication also affects employee productivity, because the better the communication between leaders and employees, the clearer the employees' understanding of the tasks assigned, which will encourage employees to give their best performance. The author realizes that this study has limitations because it only involves temporary employees, so the results do not fully reflect the conditions of all employees in the company. These limitations mean that the findings or results of the study cannot be generalized. Therefore, it is hoped that further research can expand the scope, such as by examining other variables and covering a wider range of respondents, such as all employees, to gain a better understanding.

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