



Literature Review Determination Productivity and Performance: Discipline Work and Organizational Culture

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Abstract: Work productivity and employee performance can run optimally and are directed influenced by various factors, including work discipline and organizational culture. These two factors will certainly influence the behavior of employees in government agencies to achieve goals. The purpose of this study was to determine whether work discipline and organizational culture affect work productivity and employee performance. This research was conducted on employees of the Maluku Province Governor's Office with a population of 567 people. The sample used was 235 respondents. The independent variables in this study are work discipline and organizational culture, while the dependent variable is work productivity and employee performance. Variable measurements were carried out using a Likert scale. Data analysis was performed using the SEM method with PLS.

Keywords: Work Discipline, Organizational Culture, Work Productivity, Employee Performance.

INTRODUCTION

This research is to examine and discuss the influence of work discipline and organizational culture on employee productivity and performance at the Maluku Governor's Office. Basically the role of human resources in the organization is very important. Human Resources is the main factor in determining the development of the organization, namely as a driving force to achieve organizational goals. Work discipline and organizational culture are very important for every employee to have in order to create efficient work productivity and of course to improve performance in achieving organizational goals.

Asnora (2020), argues that every organization always tries to be able to achieve its goals. The success of an organization is strongly influenced by its human resources. The better the performance of an employee, the more it increases productivity work at the institution. The success of performance in an organization is very dependent on the individuals who are in the organization even though they come from various different cultural

backgrounds. Organizations/agencies are required to create working conditions and atmosphere that make employees disciplined at work. Employee work discipline is the attitude and behavior of a person at work to be willing and willing to obey and comply with all applicable regulations.

Research on the effect of work discipline and organizational culture on work productivity and performance has been carried out by many previous researchers, including, Nasyah (2018), Wicaksono and Umiyanti (2019), Hanum (2019), Rezky (2020), Widuri (2020), Indah., et.al, (2021), Indrawati and Sembiring, (2021), Yunansyah and Arnu, (2021), Doweeks (2022). The results of the study reveal that work discipline and organizational culture affect work productivity and employee performance.

In general, the description of the performance achievements of the Maluku Provincial Government consists of several indicators including the Maluku Provincial Government in an effort to improve the discipline and performance of the State Civil Apparatus which has its own authority, namely by regulating policies regarding the provision of allowances ranging from activity honorarium, welfare and employee meal allowances to the provision of Performance Allowances Region (TKD) for employees who serve and work in local government agencies of Maluku Province. However, in reality the discipline and performance of the apparatus is still not optimal as expected. This is illustrated in the ASN discipline which did not experience significant changes after the Regional Performance Allowance (TKD) was given. This is shown by the fact that there are still many disciplinary violations committed by employees within the scope of the Maluku Provincial Governor's Office. There are still many employees who come late to the office which has an impact on work completion, Latuconsina, ES (2019).

Furthermore, research conducted by Warbal., et al, (2022) explained that the awareness of employees and leaders will have a positive effect on organizational culture and organizational productivity which automatically increases strong motivation to maintain, maintain, and develop their organizational culture, so that it is a strong driving force for organizational progress. The development of the current situation and condition of the government which has undergone changes has resulted in the performance of government apparatus resources not being maximized, namely the low performance of Maluku Provincial Government agencies. This performance issue is a source of cynicism for people who deal with bureaucracy. His incompetence in carrying out the tasks assigned to him (Warbal., et al, 2022).

In addition, there are still several Maluku Province employees who do not complete their work on time. Employee performance is also often a problem in achieving organizational targets caused by several factors such as discipline and organizational culture that are less than optimal. The emergence of several factors due to the competence of employees who are still minimal, inability to develop lack of self-confidence, lack of confidence in communicating, organizational culture that has not optimally affected employee performance, so that when this happens it will lead to a lack of loyalty in carrying out assigned tasks, lack of employee commitment in completing work given by the leadership, and lack of good cooperation between employees (Warbal., et al, 2022). This is also in line with the achievement indicators for Personnel Affairs in Maluku Province where the percentage of ASN performance and discipline from 2019 - 2021 shows fluctuating trends and has not yet reached the targets set in the planning, as in the following table, (Maluku RKPD, 2023).

Table 1. Achievement of Personnel Affairs in Maluku Province Year 2019 – 2021

NO.	Aspek/Fokus/Bidang Urusan/ Indikator Kinerja Pembangunan Daerah	Satuan	2019		2020		2021	
			Target	Capaian	Target	Capaian	Target	Capaian
1	2	3	4	5	6	7	8	9
Kepegawaian Serta Pendidikan dan Pelatihan								
1	Presentase Kinerja ASN	%	>90	87,70	>90	90,52	91,75	88*
2	Presentase Disiplin ASN	%	>90	77,88	>90	68,16	93,10	92,42*

Sumber : BKD Promal, 2022

Discipline is one of the operative functions of managers because the more disciplined employees are, the higher work performance they can achieve and will create quality employees. In 2020 the problem of civil servant discipline regulation was greatly affected by the Covid-19 pandemic, requiring work arrangements from the office and work from home. Nonetheless, monitoring and evaluation of the presence of civil servants is still carried out by each OPD. During 2020, 79 cases of civil servant disciplinary violations were handled and resolved. Productivity is not only aimed at getting as much work as possible, but also the quality of work that needs attention Andini, Lubis & Siregar, (2019).

Furthermore, a strong and thick organizational culture within an agency will certainly be able to make a very meaningful contribution to employees. A good and positive organizational culture makes an institution more confident, strong and stable. Organizational culture is strongly influenced by leadership within an organization (Sukarno & Anitra, 2020).

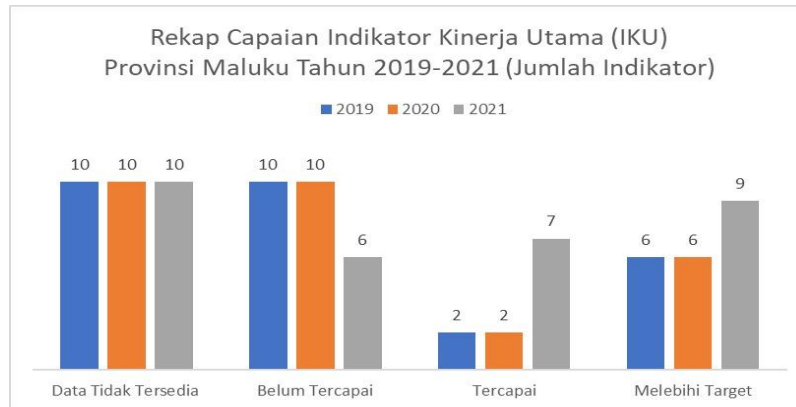
Work productivity and employee performance can run optimally and are directed influenced by various factors, including work discipline and organizational culture. These two factors will certainly influence the behavior of employees in government agencies to achieve goals. This also applies to employees of the Maluku Province Governor's Office.

The Office of the Governor of Maluku Province is the central administration of the regional government consisting of fifteen (15) Regional Apparatus Organizations (OPD), including five (5) Agencies, eight (8) Bureaus, one (1) Inspectorate and one (1) Regional Secretariat. Each OPD unit demanded to increase work productivity and performance both in terms of service to the community, as well as completion of program activities planned in each budget year. However, in the last 3 years, starting from 2019, 2020 and 2021, work productivity and employee performance have decreased due to the outbreak of Corona Virus Diseases 2019 or also known as Covid-19 which is disturbing people around the world.

To break the chain of transmission of Covid-19, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) conveyed a national policy regarding adjustments to the work system of the State Civil Apparatus (ASN) as contained in PAN-RB Minister Circular Letter Number 34 of 2020 concerning System Adjustments Work of the State Civil Apparatus in Efforts to Prevent the Spread of Covid-19 in Government Agencies. The First Provision, Adjustment of the work system of State Civil Servants in Government Agencies can work at home/dwelling (Work from Home), (MENPANRB Circular Letter Number 34 of 2020 Concerning Adjustment of the Civil Apparatus Work System, 2020).

In 2020 the regional development performance of Maluku Province which is reflected through the achievement of targets from the set performance targets is greatly influenced by the situation of the spread of covid-19 in 2020. The spread of covid-19 has made the local government divert its main attention to handling covid-19, especially handling health and efforts maintaining the community's economy as a result of this pandemic. The policy of working at home/dwelling (Work from Home) does not guarantee the compliance of every employee to carry out duties and work effectively and efficiently.

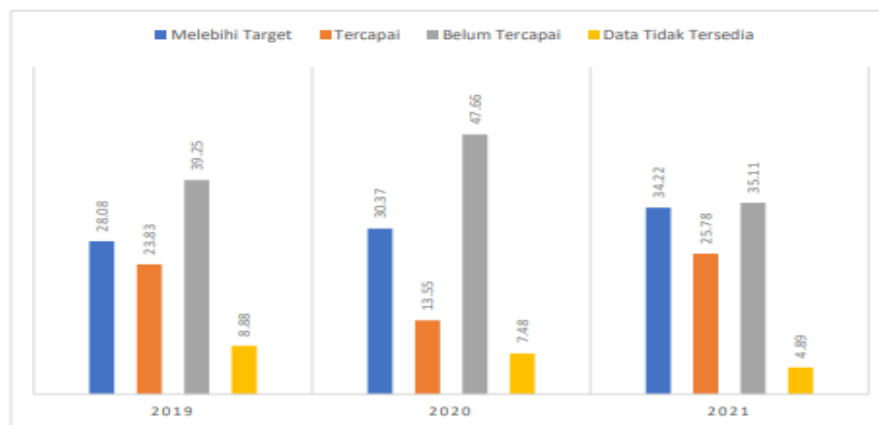
Based on the achievements of the Main Performance Indicators of the Maluku Province Regional Government in 2020, it shows that there are 6 main performance indicators that have not been achieved, including the Open Unemployment Rate (TPT), the Level of Efforts to Reduce Greenhouse Gases (GHG), Economic Growth Rate, Contribution of Agriculture, Forestry and Fisheries to GRDP, Gender Development Index, and Gender Empowerment Index. This is shown in the following figure(Maluku RKPD, 2023).



Source: Maluku Province OPD, 2022 Processed

Figure 1. Recap of Key Performance Indicators (IKU) Achievements for Maluku Province for 2019 – 2021

Furthermore, the achievement of Maluku Province Key Performance Indicators (IKK) through OPD in 2021 has improved compared to 2020 which was greatly influenced by the situation of the spread of co-19. The spread of Covid-19 makes local governments ineffective in implementing every program and activity that is able to push the level of achievement of each performance indicator. The number of indicators that exceeded the target reached 34.22%, the indicators that were achieved were 25.78%, the indicators that had not been reached were 35.11%(Maluku RKPD, 2023).



Source: Maluku Province OPD, 2022 Processed

Figure 2. Key Performance Indicator Achievements (IKK) for Maluku Province in 2019 – 2021

On the other hand,assessment of public service standard compliance for seven years from 2014 to 2020, Maluku Province has always been in the Red Zone, and in 2021 through the submission of the results of the 2021 Public Service Standard Compliance Assessment, Maluku Province received the Green Zone title with a value of 90.83 and is in in 6th place in the zoning of 34 provinces in Indonesia. In line with this, Hasan Slamet, Head of the Indonesian Ombudsman Representative Office for Maluku Province, revealed that, with hard work in guiding OPD by the GovernmentMaluku Province, until finally getting the Green Zone Predicate,(Province of Maluku Green Zone, 2022).Furthermore, based on OPD

performance achievements stipulated in the 2020 work agreement by the Maluku Provincial Inspectorate regarding evaluation Performance and Financial Accountability of Government Agencies, there is still a lack of leadership commitment and weak planning documents with an achievement percentage of 54.05%, (Maluku Inspectorate, 2020).

With regard to the productivity and performance of employees at the Office of the Governor of Maluku Province which has changed from year to year, it is hoped that there will be improvements in the coming years considering that work activities have returned to normal after the issuance of the Circular Letter (SE) of the Minister of PANRB No. 01/2022 concerning the Third Amendment to the PANRB Minister Circular No. 23 of 2021 concerning Adjustment of the Work System for ASN Employees During the Imposition of Restrictions on Community Activities During the Covid-19 Pandemic. Referring to the reality of the data above, employees in carrying out work and service to the community really need measurable competence, high discipline and a directed culture from each employee. This needs to be improved because employees are the main driving force for the wheels of activity of an agency/institution (Danini., et al, 2019).

Based on the introduction above, it can be formulated problems that will be discussed in order to build hypotheses, namely:

1. Does work discipline affect the work productivity of employees at the Office of the Governor of Maluku Province?
2. Does organizational culture affect employee work productivity at the Governor's Office of Maluku Province?
3. Does work discipline affect employee performance at the Office of the Governor of Maluku Province?
4. Does organizational culture affect employee performance at the Office of the Governor of Maluku Province?
5. Does work productivity affect employee performance at the Office of the Governor of Maluku Province?
6. Is work productivity proven to mediate work discipline on employee performance at the Office of the Governor of Maluku Province?
7. Is work productivity proven to mediate organizational culture on employee performance at the Office of the Governor of Maluku Province?

METHODS

The research design used to examine and discuss the Effect of Work Discipline and Organizational Culture on Productivity Work and Employee Performance at the Office of the Governor of Maluku Province is an explanatory research. Explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another (Sugiyono, 2017). The main reason the researcher uses the explanatory research method is to test the proposed hypothesis, it is hoped that this research can explain the relationship and influence between the independent variables (Work Discipline and Organizational Culture) and the dependent (Work Productivity and Employee Performance).

RESULT AND DISCUSSION

Effect of Work Discipline on Work Productivity (H1)

Discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. Then employees who have good work discipline will be able to carry out and complete the work that is their responsibility effectively and efficiently. Employees who have high work discipline will also not procrastinate and always try to finish their work on time even though there is no direct supervision from superiors so that productivity can be maintained. Basically, the work productivity of employees in a

company will change if there is a change in the discipline of its employees. This argument is supported by the results of previous studies such as research conducted by: Baiti., et al, (2020), Andriani & Sigit Purnomo, (2019), Hanum, (2019), And Andini., et al, (2019) And F. Hanafi Asnora, (2020). The results of his research prove that work discipline has a positive and significant effect on work productivity.

The Effect of Organizational Culture on Work Productivity (H2)

Organizational culture is one aspect that is very significant in influencing the level of work productivity within a company or organization, if the cultural conditions within an organization are conducive then this can support the organization in achieving goals. Leaders here must manage and organize this culture so that they can maintain and increase their contribution to achieving company or organizational goals. Organizational culture that exists in a company or organization can subconsciously guide mindsets and behaviors and enable workers to make decisions. Leaders here must also be able to change the values and norms that have become a culture within a company or organization in taking attitudes or decisions of workers. Effective organizational culture can create a patriotic mental attitude so that it becomes the work culture of an employee/employee and influences effective and productive work results. This can increase work productivity and effective organizational culture and can result in increased work productivity for employees. It can be said that Organizational Culture (X2) has an effect on Productivity (Y1), this is in line with research conducted by: Sukarno & Anitra, (2020), Mulyani & Utami, (2021), Beautiful., et al, (2021) And Manasip., et al, (2021). The results of his research prove that organizational culture has a positive and significant effect on work productivity.

Effect of Work Discipline on Performance (H3)

Discipline is one aspect of work, whose existence must be considered by every organization, both government and private organizations. This is because work discipline is one aspect that can affect the size of the work that is owned by an employee. Without the support of good employee discipline, it will be difficult for the company to achieve its goal of achieving optimal performance. So, discipline is the key to the success of a company in achieving its goals. This means that work discipline (X1) affects performance (Y2), this is in line with research conducted by: Munawir Nasir., et al., (2021), Isvandiari & Purwanto, (2018) And Nasyiah, (2018). The results of his research prove that work discipline has a positive and significant effect on performance.

The Effect of Organizational Culture on Performance (H4)

Organizational culture through togetherness shown by fellow employees at the Maluku Province Governor's Office so that coordination will be better. Thus employees become proud as members of a group that supports each other, by creating a culture. This indicates that organizational culture is likely to be an important variable on performance with individuals in the group being proud of it than those not being members of the group. This is reinforced by research results which is conducted by: Yunansyah & Arnu, (2021), Isvandiari & Purwanto, (2018). The results of the study prove that organizational culture has a positive and significant effect on performance.

Effect of Work Productivity on Employee Performance (H5)

Productivity in this study is a person's attitude towards his work that reflects pleasant and unpleasant experiences at work and hopes for future experiences, which are manifested by emotional attitudes and results of work that are efficient, effective and productive. Then the effect on performance, in which the employee's performance is a result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity

and time. Employees will tend to make high achievements if given a job that is challenging enough so that employees will feel compelled to complete the task, on the one hand the employees will be more productive in order to produce high performance.

Work Productivity (Y1) mediates Work Discipline (X1) on Employee Performance (Y2).

Work discipline itself has an important role to achieve high employee performance, this is because as an employee in doing a job must be as effective and efficient as possible or productive. The quality and quantity of employees must be in accordance with the needs of employees and the placement of workers must also be appropriate and in accordance with their wishes and expertise. Of course it is hoped that the existence of work productivity can support the increase in employee performance. Thus the morale and work discipline will be better and more effective in supporting the realization of company goals.

Work Productivity (Y1) mediates Organizational Culture (X2) on Employee Performance (Y2)

Besides the rules that have been set by an institution or organization, the role of building an organizational culture that aims to create an environment and conditions that are able to support the goals of an organization or in this case optimal employee performance in carrying out their respective duties, of course it is necessary to have productivity because as previously explained that work productivity is something that is very important for employees or employees because work productivity can make work efficient and effective in order to achieve a goal that is aspired by the company/organization so that it has a strong influence on employee performance later.

Conceptual Framework

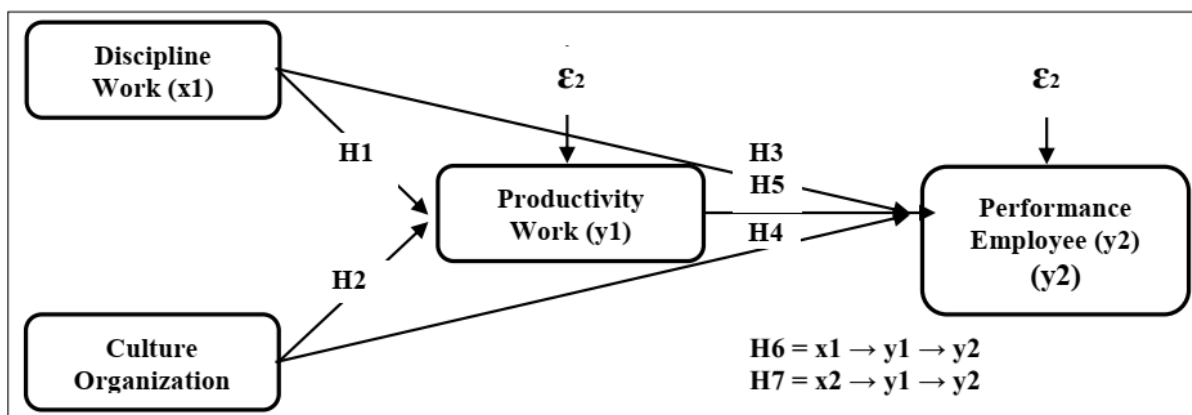


Figure 3: Thinking Framework

In accordance with the explanation above, clarify if:

1. H1: Work discipline (x1) affects work productivity (y1).
2. H2: Organizational culture (x2) influences work productivity (y1).
3. H3: Work discipline (x1) affects employee performance (y2).
4. H4: Organizational culture (x2) influences employee performance (y2).
5. H5: Work productivity (y1) affects employee performance (y2).
6. H6: Work productivity (y1) is proven to be able to mediate work discipline (x1) on employee performance (y2).
7. H7: Work productivity (y1) is proven to be able to mediate organizational culture (x2) on employee performance (y2).

CONCLUSION

Based on the narrative above, the formulation of the hypothesis in the next article, namely:

1. Work discipline affects work productivity at the Office of the Governor of Maluku Province.
2. Organizational culture influences work productivity at the Office of the Governor of Maluku Province.
3. Work discipline affects the performance of employees at the Office of the Governor of Maluku Province
4. Organizational culture influences employee performance at the Governor's Office of Maluku Province. Job satisfaction has a positive and crucial impact on employee performance
5. Work productivity affects the performance of employees at the Office of the Governor of Maluku Province
6. Work productivity is proven to be able to mediate work discipline on employee performance at the Office of the Governor of Maluku Province.
7. Work productivity is proven to be able to mediate organizational culture on employee performance at the Office of the Governor of Maluku Province.

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