



DETERMINATION OF WORK PRODUCTIVITY AND EMPLOYEE PERFORMANCE: ANALYSIS OF WORK DISCIPLINE AND ORGANIZATIONAL CULTURE

Irmah Kadir

Master of Management Program Students, Open University, irmakadir203@gmail.com

Corresponding author: Irmah Kadir

Abstract: Relevant previous research is very important in a research or scientific article. Previous or related research aims to strengthen theories and phenomena about the relationship or influence between predetermined variables. This article reviews the Determination of Work Productivity and Employee Performance: Analysis of Work Discipline and Organizational Culture, A Study of Human Resource Management Literature. The purpose of writing this article is to build a hypothesis of the influence between variables on the research to be carried out. The results of this research library are that: 1) Work Discipline has an effect on Work Productivity; 2) Organizational Culture has an effect on Work Productivity; 3) Work Discipline has an effect on Employee Performance; 4) Organizational Culture has an effect on Employee Performance.

Keyword: Productivity, Performance, Work Discipline and Organizational Culture

INTRODUCTION

Background of the problem.

Every student, both Strata 1, Strata 2 and Strata 3, is required to conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals.

Based on the empirical experience of many young students and lecturers as well as other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory being studied, to see the relationship between variables and build hypotheses, it is also very necessary in the discussion section of research results. This article discusses the influence of Work Discipline and Organizational Culture on Productivity and their impact on Performance, (A Study of Marketing Management Literature).

Formulation of the problem

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

- 1) Does Work Discipline affect Productivity?

- 2) Does Organizational Culture affect Productivity?
- 3) Does Work Discipline affect Performance?
- 4) Does Organizational Culture affect Performance?
- 5) Does Productivity affect Performance?

LITERATURE REVIEW

Work productivity

Productivity is a process where human resources can produce an output with a productive size. Productivity can also be interpreted as a process that focuses attention on the output produced by human resources with a ratio between input and output (Baiti, Djumali and Kustiyah, 2020). Work Productivity is where goods and services are produced by each individual or group that shows consideration between inputs and outputs with more efficient performance measures (Wibowo, 2018). Work productivity is the ratio of the overall work results that have been determined to produce a product of labor. To measure an employee's work productivity, an indicator is needed including: work ability, increased work results, work morale, self-development, work quality, and work efficiency (Sutrisno, 2016).

This work productivity has been studied by previous researchers, including: (Baiti, Djumali and Kustiyah, 2020), (Jeni Andriani & Sigit Purnomo, 2019), (Hanum, 2019), (Andini, Lubis and Siregar, 2019), (Fadzil Hanafi Asnora, 2020).

Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with his responsibilities (Arianto and Kurniawan, 2020). Performance, which is a result of work produced by an employee is defined to achieve the expected goals. Performance is the result produced by certain job functions or activities at certain jobs over a period of time (Rialmi and Morsen, 2020). Indicators to measure performance are Quality of Work, Quantity of Work, Productivity, Initiative, Cooperation, Responsibility (Arianto and Kurniawan, 2020).

This performance has been studied by previous researchers including: (Yunansyah and Arnu, 2021), (Syafriana, 2017), (Ayu and Sinaulan, 2018), (Sunarsi, 2018), (Dewi Yolanda Putri, 2019).

Work Discipline

Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Nurjaya et al., 2021). Work discipline is a measure of organizational activity to utilize and optimally use existing contributions or abilities to achieve goals, by complying with all established regulations it can be concluded that in essence discipline is to optimally utilize the contribution of abilities, with awareness, willingness, and compliance with the rules and regulations. organization-defined orders (Esthi and Marwah, 2020). Indicators to measure work discipline are the frequency of attendance, level of vigilance, adherence to work standards, compliance with work regulations, work ethics (Saleh and Utomo, 2018).

Work Discipline has been studied by many previous researchers, including: (Munawir Nasir, Rezky Ratnasari Taufan, M Fadhil, 2020), (Isvandiani, 2017), (Nurhikmahyanti, 2018).

Organizational culture

Organizational culture is a shared perception held by members of the organization (Jeni Andriani & Sigit Purnomo, 2019). Organizational culture is a framework that guides daily behavior in making decisions for employees and directing their actions to achieve organizational goals. Culture must be in line with organizational actions in other

areas such as planning, organizing, leadership and controlling.(Isvandiari, 2017). Organizational culture is the main set of values, beliefs, and attitudes that are held among the members of the organization (Fadzil Hanafi Asnora, 2020). Indicators to measure Organizational Culture are norms, dominant values, rules and climate in the organization(Mulyani, 2021).

Organizational culture has been studied by many previous researchers, including: (Sukarno and Anitra, 2020), (Mulyani, 2021), (Beautiful, Jamhur and Edison, 2021), (Reynald Manarisip, Hennij Suot, 2021).

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article is:

The Influence of Work Discipline on Work Productivity .

Work Discipline affects Work Productivity, where the dimensions or indicators of Work Discipline (frequency of attendance, level of vigilance, adherence to work standards, compliance with work regulations and work ethics) affect the dimensions or indicators of Work Productivity (work ability, increasing work results, morale, self-development, quality of work, and work efficiency)(Saleh and Utomo, 2018).

To increase productivity by paying attention to work discipline, what management must do is create a comfortable and conducive work environment and increase awareness and obedience to work regulations for employees, where employees who work in a disciplined manner such as arriving on time, obeying company rules and having morale good at work can increase work productivity(Agustini and Dewi, 2018).

Work Discipline affects work productivity, if Work Discipline is perceived well by customers/consumers then this will be able to increase Productivity(Saleh and Utomo, 2018).

Work Discipline has an effect on Productivity, this is in line with research conducted by:(Baiti, Djumali and Kustiyah, 2020),(Jeni Andriani & Sigit Purnomo, 2019),(Hanum, 2019),(Andini, Lubis and Siregar, 2019),(Fadzil Hanafi Asnora, 2020).

The Influence of Organizational Culture on Productivity .

Organizational Culture has an effect on Productivity, where the dimensions or indicators of Organizational Culture (norms, values, rules and a good organizational climate) affect the dimensions or indicators of Productivity, namely (work ability, increasing work results, morale, self-development, quality of work, and work efficiency)(Saleh and Utomo, 2018).

To increase productivity by paying attention to organizational culture, what management must do is manage and organize organizational culture, where organizational culture can create a patriotic mental attitude that becomes a worker's work culture that can affect effective and productive work.(Mulyani, 2021).

Organizational Culture has an effect on Productivity, if the Organizational Culture is perceived well by customers/consumers then this will be able to increase Productivity (Mulyani, 2021).

Organizational Culture has an effect on Productivity, this is in line with research conducted by: (Sukarno and Anitra, 2020), (Mulyani, 2021), (Beautiful, Jamhur and Edison, 2021), (Reynald Manarisip, Hennij Suot, 2021).

The Influence of Work Discipline on Performance .

Work Discipline affects Productivity, where the dimensions or indicators of Work Discipline (frequency of attendance, level of alertness, adherence to work standards, adherence to work regulations and work ethics) affect the dimensions or indicators of Performance (Quality of Work, Quantity of Work, Productivity, Initiative, Cooperation , Responsibility) (Munawir Nasir, Rezky Ratnasari Taufan, M Fadhil, 2020).

To improve performance by paying attention to work discipline, what management must do is to create a comfortable and conducive work environment and increase awareness and obedience to work regulations for employees, where employees who work in a disciplined manner such as arriving on time, obeying company rules and having morale good at work can improve employee performance (Yunansyah and Arnu, 2021).

Work Discipline has an effect on Performance, if Work Discipline is perceived well by customers/consumers then this will be able to improve Employee Performance (Wicaksono, Umiati and Abidin, 2019). Work Discipline has an effect on Performance, this is in line with research conducted by: (Munawir Nasir, Rezky Ratnasari Taufan, M Fadhil, 2020), (Isvandiari, 2017), (Nurhikmahyanti, 2018)

The Influence of Organizational Culture on Performance .

Organizational Culture affects Performance, where the dimensions or indicators of Organizational Culture (norms, values, rules and a good organizational climate) affect the dimensions or indicators of Performance (Quality of Work, Quantity of Work, Productivity, Initiative, Cooperation, Responsibility) (Munawir Nasir, Rezky Ratnasari Taufan, M Fadhil, 2020). To improve performance by paying attention to organizational culture, what management must do is manage and organize organizational culture, where organizational culture can create a patriotic mental attitude that becomes a worker's work culture that can affect effective and productive work. (Mulyani, 2021). Organizational Culture has an effect on Performance, if the Organizational Culture is perceived as good by customers/consumers then this will be able to improve Employee Performance (Nurhikmahyanti, 2018). Organizational Culture has an effect on Performance, this is in line with research conducted by: (Yunansyah and Arnu, 2021), (Isvandiari, 2017).

Thinking Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

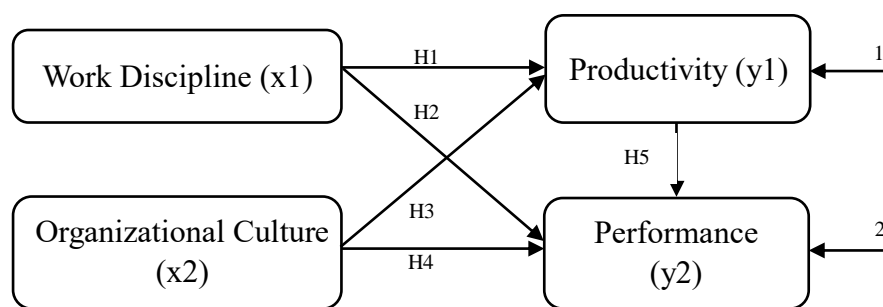


Figure 1: Thinking Framework

Based on the conceptual framework picture above, then: Work Discipline and Organizational Culture affect Productivity and Performance either directly or indirectly.

Apart from the variables of Work Discipline and Organizational Culture that affect Productivity and Performance, there are many other variables that influence it, including the following variables:

- 1) x3: Motivation (Widuri, Bernardo and Wuisan, 2020) (Caissar et al., 2022).
- 2) x4: Leadership (Siti Nur Aisah, 2020) (Sunarsi, 2018).
- 3) x5: Compensation (Yeni Widianingrum, 2015) (Dwianto, Purnamasari and Tukini, 2019).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: Work Discipline has an effect on Productivity; Organizational Culture has an effect on Productivity; Work Discipline has an effect on Employee Performance.; Organizational Culture has an effect on Employee Performance; Work Productivity has an effect on Employee Performance.

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect Productivity and Performance, apart from Productivity and Performance at all types and levels of organizations or companies, therefore further studies are still needed to look for these factors. anything else that can affect Productivity and Performance other than those examined in this article such as: x3, x4 and x5.

BIBLIOGRAPHY

- Agustini, Ni Kadek Ira, and AA Sagung Kartika Dewi. "The Effect of Compensation, Work Discipline and Motivation on Employee Productivity." *E-Journal of Management Udayana University* 8, no. 1 (2018): 231. <https://doi.org/10.24843/ejmunud.2019.v08.i01.p09>.
- Arianto, Nurmin, and Hadi Kurniawan. "The Influence of Motivation and Work Environment on Employee Performance." *JENIUS (Scientific Journal of Human Resource Management)* 3, no. 3 (2020): 312. <https://doi.org/10.32493/jjsdm.v3i3.4869>.
- Baiti, Khairunisa Nur, Djumali Djumali, and Eny Kustiyah. "Employee's Work Productivity Judging From Motivation, Work Discipline And The Environment At PT. Iskandar Indah Printing Textile Surakarta." *Scientific Journal of Edunomy* 4, no. 01 (2020): 69–87. <https://doi.org/10.29040/jie.v4i01.812>.
- Caissar, Chrisvan, Aan Hardiyana, Adhie Fasha Nurhadian, and Kadir Kadir. "The Influence of Work Motivation and Work Discipline on Employee Performance." *Acman: Accounting and Management Journal* 2, no. 1 (2022): 11–19.

- <https://doi.org/10.55208/aj.v2i1.27>.
- Dwianto, Agung Surya, Pupung Purnamasari, and Tukini Tukini. "The Effect of Compensation on Employee Performance at PT. JAEIL INDONESIA." *Jesya (Journal of Sharia Economics & Economics)* 2, no. 2 (2019): 209–23. <https://doi.org/10.36778/jesya.v2i2.74>.
- Esthi, Rianasari Bimanti, and Yustia Nadia Marwah. "Employee Performance: Motivation And Work Discipline At Pt Asahi Indonesia." *Economic Forum* 22, no. 1 (2020): 130–37. <http://journal.feb.unmul.ac.id/index.php/FORUM EKONOMI>.
- Fadzil Hanafi Asnora. "The Influence of Organizational Culture, Workload and Work Discipline on Employee Work Productivity at CV. Medan Independent Academy." *Ecobism* 7 (2020): 72–79.
- Isvandari, Any. "The Influence of Organizational Culture, Work Discipline, and Job Satisfaction on the Performance of Non-Medical Employees of the Islamic Hospital of Malang" 11 (2017): 38–43.
- Jeni Andriani & Sigit Purnomo. "The Influence of Organizational Culture and Work Discipline on Employee Work Productivity at the Bogor Joint Prosperous Savings and Loans Cooperative." *Feasible Scientific Journal (Jif)* 1, no. 2 (2019): 160. <https://doi.org/10.32493/jfb.v1i2.2973>.
- Mulyani, Ermi Utami. "The Influence of Organizational Culture on Employee Productivity at PT. Thanks to Anugrah Sejahtera in Samarinda." *Borneo Student Research* 2, no. 2 (2021): 1254–60.
- Munawir Nasir, Rezky Ratnasari Taufan, M Fadhil, Muh. Haerdiansyah Syahnur. "Organizational Culture and Work Discipline and Their Influence on Employee Performance" 17, no. April (2020): 183–93. <https://e-jurnal.stienobel-indonesia.ac.id/index.php/akmen>.
- Nurhikmahyanti, Bahirotun Nasyiah & Desi. "The Influence of Organizational Culture and Work Discipline on Employee Performance at the Surabaya City Education Office." *Gastronomia Ecuatoriana y Turismo Local* 1, no. 69 (2018): 5–24.
- Nurjaya, Nurjaya, Denok Sunarsi, Aidil Amin Effendy, Arga Teriyan, and Gunartin Gunartin. "The Influence of Work Ethic and Work Discipline on Employee Performance at the Bogor City Forestry and Plantation Service." *JENIUS (Scientific Journal of Human Resource Management)* 4, no. 2 (2021): 172. <https://doi.org/10.32493/jjsdm.v4i2.9086>.
- Rialmi, Zackharia, and Morsen. "The Influence of Communication on Employee Performance of PT Utama Metal Abadi." *JENIUS (Scientific Journal of Human Resource Management)* 3, no. 2 (2020): 221. <https://doi.org/10.32493/jjsdm.v3i2.3940>.
- Saleh, Abdul Rachman, and Hardi Utomo. "The Influence of Work Discipline, Work Motivation, Work Ethic and Work Environment on Work Productivity of Production Section Employees at Pt. Inko Java Semarang." *Among Makati* 11, no. 1 (2018): 28–50. <https://doi.org/10.52353/ama.v11i1.160>.
- Siti Nur Aisah. "The Effect of Leadership Style on Employee Performance." *Bulletin of Management and Business* 1, no. 2 (2020): 42–50. <https://doi.org/10.31328/bmb.v1i2.100>.
- Sunarsi, Denok. "The Influence of Leadership Style and Work Discipline on Employee Performance at CV. Jakarta's Independent Business." *JENIUS (Scientific Journal of Human Resource Management)* 1, no. 2 (2018): 1–24. <https://doi.org/10.32493/jjsdm.v1i2.919>.
- Sutrisno, Edy. *Human Resource Management*. Prints to. Jakarta: Kencana, 2016.
- Wibowo, Fx Pudjo. "The Influence of Communication, Conflict, Job Stress, and Work Environment on Employee Productivity." *Journal of Human Resource Management* 12, no. 2 (2018): 211–28.

<http://ejurnal.unisri.ac.id/index.php/Manajemen/article/view/3009/2573>.

- Wicaksono, Agung, Nurul Umiati, and Agus Ainal Abidin. "The Influence of Work Discipline and Organizational Culture on Employee Performance at the Tegalwaru Health Center, Purwakarta Regency." *Journal of Public Response* 13, no. 5 (2019): 82–86.
- Widuri, Virsa Sari, Innocentius Bernardo, and Dewi Wuisan. "The Effect of Work Discipline, Work Motivation, and Organizational Culture on Performance." *Journal of Business Administration (Jab)* 10, no. 2 (2020): 55–62.
- Yeni Widianingrum. "The Influence of Situational Leadership and Compensation on Employee Performance Through Work Motivation as an Intervening Variable (Study on Employees at Hotel Pandanaran Semarang)," 2015.
- Yunansyah, Diella Fakhirah, and Anggi Pasca Arnu. "The Influence of Organizational Culture and Work Discipline on Employee Performance at the Department of Transportation (Dishub) Karawang Regency." *Journal of Economics, Business and Accounting* 5 (2021).