

Cultural Analysis of Work to Improve Employee Work Productivity at the Landungsari Village Office, Dau District, Malang Regency

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INDEXING	ABSTRACT
<p>Keywords: Keyword 1; Cultural Keyword 2; Analysis Keyword 3; Employee work productivity Keyword 4; Landungsari Keyword 5; Village Office</p>	<p>Employee work productivity serves as a benchmark for every company in conducting its business activities, both in terms of product quality and quantity, especially in today's trade competition where companies must strive for quality and employee welfare, which becomes a competitive advantage over other companies. Additionally, employee work productivity is required to produce quality work in accordance with existing regulations and guidelines, thus yielding optimal work and achieving the set targets. This research aims to determine the influence of work culture on employee productivity at the Landungsari Village Office, Dau District, Malang Regency. This type of research employs a survey method with a quantitative descriptive approach and data analysis methods utilizing validity and reliability tests. The research results indicate that the work culture variable obtained a table value of 0.308, which concludes that all questionnaire items related to the work culture variable are deemed valid, and the employee performance productivity variable obtained a table value of 0.308, meaning that all questionnaire items related to the work culture variable are declared valid. The reliability test results on the work culture variable can be stated as reliable. This can be proven based on the Cronbach's Alpha method (using statistical testing programs), which shows a Cronbach's Alpha value of 0.782, greater than 0.06 ($0.782 > 0.06$), thus indicating that the reliability test on the work culture variable can be stated as reliable, and the reliability test on the employee productivity variable is also considered reliable. This can be proven based on the Cronbach's Alpha method (using statistical testing programs) which shows that the Cronbach's Alpha value is 0.801, which is greater than 0.06 ($0.801 > 0.06$), indicating that the reliability test on the variable of employee performance productivity can be stated as reliable.</p>

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INTRODUCTION

In the current era of globalization, issues related to human resources have become a crucial focus for companies primarily aimed at maintaining employee work productivity (Stofkova & Sukalova, 2020). All demands from the company to uphold and manage quality human resources are becoming increasingly urgent due to the changing dynamics of the environment. It is said to be productive when these resources exhibit high work productivity and can achieve predetermined objectives or targets while being responsible for completing tasks on time.

The productivity of employees is a benchmark for every company in carrying out its business activities, both in terms of the quality and quantity of products (Goetzel et al., 2001). In today's trade competition, companies must strive for the quality and

welfare of employees, which become a competitive advantage over other companies. A company must not only have substantial capital to achieve its goals but must also consider other production factors such as natural resources, labor, and expertise, which cannot stand alone but must support one another to achieve objectives effectively and efficiently.

The village of Landungsari itself is located in the District of Dau, Malang Regency, East Java, and is known as one of the villages with diverse natural and social resource potential. This area has strong agricultural characteristics, with the majority of its population earning a livelihood as farmers. Additionally, Landungsari also has tourism potential that can be developed, thanks to its natural beauty and distinctive local culture. In the context of village development, Landungsari faces challenges and opportunities. The local community has a desire to improve the quality of life through better public services.

Therefore, the existence of the village office as a service center is very vital. However, to achieve this goal, the productivity of employees and the work culture at the village office need to be taken seriously. The increasing demands of the community for fast and effective services require employees to work more professionally. This makes the analysis of the work culture at the village office important, in order to identify aspects that need improvement, including motivation, communication, and collaboration among employees. By understanding the social and economic background of Landungsari Village, as well as the challenges faced, efforts to improve employee productivity at the village office are expected to contribute to sustainable development and community welfare. The analysis of the work culture at the Landungsari village office in Malang Regency is an important step to enhance employee productivity. A good work culture can influence employee motivation, performance, and satisfaction, which in turn contributes to the effectiveness of public services at the village level.

In the modern era, the demand for public services is increasing, while employees often face various challenges, including limited resources, fluctuating policies, and high public expectations (Berman et al., 2021). Therefore, it is important to identify and analyze the current work culture to find aspects that need improvement. The work culture in the village office includes the values, norms, and behaviors present in the work environment. A positive culture, which encompasses collaboration, good communication, and innovation, can enhance employee morale. Conversely, a negative work culture can lead to low motivation and productivity, as well as increased stress levels and employee turnover. Through this analysis, it is hoped that appropriate strategies can be found to strengthen the existing work culture, enhance employee engagement, and ultimately improve work productivity. This step is expected to generate a positive impact on public services in Landungsari Village and improve the welfare of the community. An analysis of the work culture at the Landungsari Village Office becomes a strategic step to enhance employee productivity and improve the quality of public services at the village level to create a better working environment, so that employees can work optimally in providing the best services to the community. This is in accordance with the opinion of (Alfarisi, 2018) which states that one of the requirements for productive work is a humane working condition and a harmonious work relationship. Furthermore, the existence of poor or disharmonious communication can result in more severe actions from workers, such as strikes and demonstrations due

to the lack of meaningful responses from superiors regarding their demands. Employee work productivity is required to produce quality work in accordance with existing regulations and guidelines. This will result in optimal work and achievement in accordance with the established targets. This refers to Law Number 23 of 2004 concerning regional government, where regional apparatus receive delegated authority to provide public services quickly, accurately, easily, and affordably, as well as to perform regional development tasks.

Employee work productivity is the output achieved by an employee in carrying out their duties in accordance with their respective responsibilities (Djazilan & Arifin, 2022). Therefore, the expected work productivity of employees is that they can meet work program targets that produce quality and quantity of work to maximize the services provided to the community, thereby providing a sense of satisfaction in terms of public service. In the preparation of cover letters such as relocation letters, building permits (IMB), business domicile certificates (SKDU), statements of inability (SKTM), police record certificates (SKCK), business location permits (SITU), family cards (KK), identity cards (KTP), and others. Where the community requires speed in service time, for instance when the community needs assistance, the response must be prompt and completed on the same day, ensuring that their needs are met. Furthermore, it is hoped that the accuracy of service in the distribution of government programs is targeted effectively towards the communities that require assistance.

LITERATURE REVIEW

Work Culture

Work culture is a philosophy based on a worldview as values that become characteristics, habits, and also motivators that are cultivated within a group and are reflected in attitudes, behaviors, ideals, opinions, perspectives, and actions manifested as work. (Robbins, 2003) states that work culture is "A system of shared understandings held by the members of an organization that distinguishes that organization from others."

According to Mangkunegara & Prabu, the understanding of work culture is concluded as "A set of assumptions or belief systems, values, and norms developed within the company that serve as guidelines for the behavior of its members to address external adaptation problems and internal integration (Mangkunegara & Prabu, 2005). Triguno explains that "In fact, work culture has long been recognized by humans, but it has not been realized that successful work is rooted in the values held and behaviors that become habits (Triguno, 2004). These values originate from customs, religion, norms, and principles that form the beliefs of the individual workers or the organization."

"The values that have become habitual are called work culture. Thus, every function or work process must have differences in execution, which results in variations in the value patterns that should be adopted within the organizational framework. For instance, what values should be possessed, how the behavior of each individual can influence their work, and the philosophy they adhere to, such as 'work culture,' constitutes a process without an 'end' or is 'continuous'."

Discussing work culture means discussing the guidelines that contain rules related to work, which are then implemented in real life in daily jobs that produce products relevant to the demands of the work. This work culture is then mechanically and

organically embedded within individuals, thus expressed in their lives.

As a guideline in behavior and conduct, work culture is a set of knowledge that is built in within individual workers, guiding how they act or behave in the work environment. This work culture has already become an integral part of a person's life, such that even without supervision, an individual will inevitably act in accordance with this guideline. From the understanding of work culture, it can be concluded that work culture is a perspective that fosters belief based on values that employees hold to achieve the best work performance.

According to (Basri & Rivai, 2005), the function of work culture is "Culture has a role in establishing boundaries, meaning that culture creates a clear distinction between one organization and another; Culture provides identity to the organization; Culture facilitates the emergence of broader commitments than individual interests; Culture serves as a reminder of the stability of social systems; and Culture acts as a mechanism for meaning-making and control that guides and shapes the attitudes and behaviors of employees."

According to (Robbins, 2003), the role or function within a culture is "As a boundary that clearly distinguishes one organization from another; It provides a sense of identity for its members; It facilitates the continuity of commitment to reach a broader limit than individual interests; It encourages the stability of the social system, serving as a social glue that helps unify the organization; It shapes a sense of control that provides guidance and shapes employees' attitudes and behaviors; It acts as a pattern of behavior that contains behavior norms and delineates the boundaries of social tolerance and also serves as a communication tool between superiors and subordinates, and vice versa."

The text (Robbins, 2003) explains how the work culture is established and maintained, as indicated by the philosophy of its founders and leaders. Furthermore, this culture is significantly influenced by the criteria used in hiring employees. The actions of the leadership will greatly impact the behaviors that are deemed acceptable and those that are not. The form of socialization will depend on the success achieved in implementing values in the selection process. However, gradually these values will be naturally selected to adjust to changes, ultimately leading to the emergence of the desired work culture.

According to (Mangkunegara & Prabu, 2005), there are three types of processes that form culture, namely "Culture is created by itself; Culture is formed as an effort to respond to challenges and opportunities from internal and external environments; culture is created by the management team as a way to systematically enhance the company's performance."

Work Innovation

Innovation is the intention to introduce and apply a new idea, process, product, or procedure within an organization to gain benefits for the organization. According to (Siagian, 2000), work innovation is characterized by those who constantly seek change, endeavor to follow and adapt to that change, and utilize it as an opportunity, as well as being able to select and make alternative decisions that yield the highest productivity.

According to innovation (Mangkunegara & Prabu, 2005) refers to ideas, actions, or something new in a specific social context to address challenges faced. By considering the above explanation of the meaning of innovation, it can be understood

that innovation is an individual's idea to apply a new idea, process, product, or procedure within the organization to gain organizational benefits.

Work Productivity

In an organization, humans are one of the production factors that drive other production factors. Without humans, the other production factors would be useless; therefore, employee work productivity is essential for the success of the company's activities. According to Sinungan, work productivity is "the value of goods or services produced divided by the value expended to obtain those goods or services." (Sinungan, 2006).

According to (Piran et al., 2020), it is explained that "Productivity is defined as the level of efficiency in producing goods and services, productivity prioritizes the proper utilization of resources in the production of goods and services." Meanwhile, (Fadhli & Khusnia, 2021) explains that "Productivity is the comparison between the results achieved and the roles and labor involved, as well as time regulation (typically per hour of labor). The involvement of labor here refers to the efficient and effective use of resources."

The explanation above clarifies that work productivity is the ability to produce maximum results using minimal effort or resources, and it is a comparison between output and input in a company. Thus, productivity is the ratio of output to input; the higher this ratio, the higher the productivity. The level of productivity, in a specific period or in comparison to the productivity ratio over time, serves as an important benchmark.

RESEARCH METHOD

This research was conducted at the Landungsari Village Office located at Jl. Tirta Utomo No.92, Dusun Bend, Landungsari, Dau District, Malang Regency, East Java 65151. In this study, the author utilized quantitative research methods. According to (Sugiyono et al, 2018). The method used in this research aims to analyze the Influence of Work Culture on the Work Productivity of Employees at the Landungsari Village Office, Dau District, Malang Regency. The type of research employed in this study is a survey method using a quantitative descriptive approach as a research strategy. The population in this study consists of all levels of the Landungsari Village government, Dau District, Malang Regency, with a total of 12 village officials, 50 neighborhood heads (RT), and 14 community heads (RW), while the sampling technique used in this study is total sampling. Total sampling is a sampling technique where the number of samples is equal to the population. The rationale for employing total sampling is the population count being less than 100. Hence, the sample size in this study comprises the entire layers of the Landungsari village government, Dau sub-district, Malang district, with a total of 12 village government officials, 50 neighborhood units (RT), and 14 community units (RW).

RESULT AND DISCUSSION

Company Profile

Geographically, Landungsari Village is situated between the latitude lines of 7°21' and 7°31' S and the longitude lines of 110°10' and 111°40' E. This town is located in a highland area, approximately 700 meters above sea level. According to information

from the Malang Regency BPS in 2004, Landungsari Village had an average rainfall of 300 mm that year. December was noted to be the month with the highest rainfall, amounting to 405.04 mm—the largest recorded between the years 2000 and 2010.

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Based on this calculation, it can be seen that the value of the regression coefficient of the Work Culture variable (X) of 0.927 is positive at sig 0.000 is smaller than 0.05, which is $0.000 < 0.05$. So it can be interpreted that work culture has a positive and significant effect on employee performance productivity. For hypothesis testing, it is known that the value of the Work Culture (X) variable calculation is 7,216 while for the indigo ttable is 1,676. So, the calculation of $> ttable$ or $7,614 > 1,687$ is obtained, then in the submission of the hypothesis H0 is accepted. This means that there is a positive and significant influence of work culture on employee performance productivity at the Landungsari Village Office in Malang, Dau District, Malang Regency. This means that work culture on the productivity of village office employees is very important in increasing employee motivation, efficiency, collaboration, and welfare, which will ultimately affect better public services. Therefore, it is important for the leaders of the Landungsari Village Office to establish and maintain a supportive work culture, with the aim of ensuring that employee performance remains productive and optimal in carrying out their duties. There are several criteria for enhancing employee performance productivity, including: motivation, job satisfaction, collaboration, teamwork, discipline, innovation and self-development, open communication and transparency, supportive leadership, and work-life balance.

Based on the results of the analysis and discussion that have been presented, this research aligns with what has been expressed by (Woda et al., 2021), which states that workplace culture significantly influences work productivity. It is necessary to address the issues present in the Landungsari village office, Malang City, which are the lack of workplace culture, and coordination and supervision that have not been effective in making decisions. (Renouw et al., 2023) states that workplace culture impacts work productivity by 46.7%, while the remaining 61.2% is influenced by other factors that were not analyzed in this study. The results of this study align with the research conducted by (Sofyan, et al., 2019), (Maheni, 2023), and (Martalina et al., 2022), which states that work culture has a positive and significant impact on work productivity and commitment, and work ability positively and significantly affects the work productivity of employees in government agencies.

CONCLUSION

As discussed in the results and discussion, the conclusions of this research are that there is a positive and significant influence of work culture on the performance productivity of employees at the Village Office of Landungsari, Malang District, Malang Regency. This means that work culture plays a crucial role in enhancing the productivity of village office employees. A positive work culture is characterised by motivation, teamwork, discipline, open communication, and supportive leadership, which can increase employee satisfaction and work enthusiasm. When employees feel supported, motivated, and valued, they tend to work more efficiently and effectively. This directly impacts the quality of public services

provided to the community. Conversely, a negative work culture can diminish work enthusiasm, hinder productivity, and potentially lower the quality of services.

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