

## **The Influence of Work Culture on Performance Productivity of Landungsari Village Apparatus, Dau District, Malang Regency**

**Valensia Bulu<sup>1\*</sup>, R. Y. Susanto<sup>2</sup>, and Fendiyatmi Kusufa<sup>3</sup>**

\* Correspondence Author: [valensiabulu41@gmail.com](mailto:valensiabulu41@gmail.com)

<sup>1,2,3</sup> Management, Faculty of Economics, University of Tribhuwana Tunggal, Malang, Indonesia

INDEXING	ABSTRACT
<p><b>Keywords:</b> Keyword 1; Work Culture Keyword 2; Employee Performance Productivity Keyword 3; Influence Keyword 4; Apparatus</p>	<p>The study aims to directly determine whether there is a significant influence on work culture on employee performance productivity at the Landungsari Village Office, Dau District, Malang Regency. One of the methods or techniques used in collecting data or information is questionnaires, observation and documentation. The population in this study was 50, as used for sampling using the total sampling method, which means that the entire population will be used as a sample, so the conclusion is that the sample used in this study was 50 samples. The data analysis used in this study was using simple linear regression analysis, as assisted by using SPSS 26 Software. The results found in this study were that there was a significant influence on work culture on employee performance productivity at the Landungsari Village Office, Dau District, Malang Regency</p>

### **Article History**

Received 01 May 2025; Revised 19 November 2025; Accepted 11 December 2025;

Publish 11 January 2026

## **INTRODUCTION**

One of the actions to be able to realize good governance is to take one of the professional actions from the government apparatus as being able to provide a much more professional public service. The professional referred to in this case is the level of ability and level of expertise possessed by the government so that it can provide public services in the village office is the most important indicator and its relationship, based on information circulating in the community that the level of professionalism expected by the village government must be upheld and prioritized. Government Regulation which states that Being able to organize the existing government system as based on the origins of the village, the indicator in organizing government elements will be used as a tool and authority based on village regulations, namely all government affairs that indirectly or directly can maximize the public service system that is in the government and provincial and city and district circles.

The level of productivity has an important role as with the aim of being able to maximize the level of welfare in the national circle, This is because productivity can be strengthened to be able to produce goods and services. As expressed by (Siagian, 2010) who said that basically the level of productivity can be interpreted as one of the output indicators that can directly produce input or often known as the greatest input. This is also in line with what was said by (Siagian, 2010) who said that the level of performance productivity that exists in employees is not only seen from the results achieved but should be taken action by the personnel who are directly expected to be

involved in various organizational activities so that they can directly know and are expected in programs that are of interest to the organization or among employees.

There are several indicators of productivity aspects, as expressed by (Sedarmayanti, 2009) Among others, the level of relationship and the level of skills that exist in leaders and employees. An action that can maximize productivity in employee performance at the organizational level needs to be carried out by paying attention to several indicators that can influence productivity, including: (a) the level of education possessed by employees, which means that if the level of education that increases directly can determine much better success. (Ardasanti et al., 2022) said that the level of education can directly have a positive impact on employee performance, (b) Mental health and physical health are one of the most important points in a company, which can directly guarantee that each employee is able to manage performance, both overtime and work, (Ulfiana et al., 2023) said that health affects employee work productivity, (c) A much better work environment can also directly have a positive impact on maximizing productivity levels, this is also in line with what was expressed by (Fau and Buulolo, 2023), (d) factors for managerial leadership style include motivational aspects and are also able to direct that only to be able to work harder, (e) The level of motivation can also directly provide a much more effective leadership style to be able to train subordinates or employees in a company. The level of motivation possessed by each employee is not easy, but in each employee has an experienced background, this can also directly provide a much different desire. (Hartanto and Siregar, 2022) which states that motivation can influence employee work productivity, (f) equipment as it can be used to have one of the actions that is much more effective towards an action in performance productivity. Performance productivity which can help an employee who has attention from the company, because directly the maximum level of performance productivity can also provide much more maximum benefits to the company itself. As expressed by (Pandji Anoraga, 2005) said that One of the most important factors that exist on the part of employees or employees with the aim of being able to maximize performance productivity includes protection and security even to a good level of wages. While expressed by (Cahyono and Indira M, 2007) who said that the level of productivity can also have an impact on labor and budget or capital.

Productivity plays a very important role as with the aim of being able to maximize the welfare aspect which is based on existing reality or reality as a whole. There is absolutely no type of activity carried out by humans which cannot also determine the benefits in terms of performance productivity which can be increased as one of the strengths to be able to produce much more in terms of goods and services. In this case, increasing the level of employee performance productivity should be considered with various comparisons between income and sacrifice. If the lower the sacrifice that will be made to be able to achieve one of the income targets which is directly stated, the more productive, on the other hand, if the level of requirements needed to achieve a certain income is maximized, it can be said to be less productive or not at all. Based on the results of this research, in accordance with the research expressed by (Suyadi, 2022) states that work culture has a significant and positive influence on the performance of the apparatus. Which means that according to the variables, the performance culture variable is considered one of the most important things to be able to maximize the performance system in the village office. (Andewi and Putri, 2025) stated that performance culture can also directly have a significant and positive influence on employee performance, in addition, a person's character can directly have a positive impact on the level of performance of employees. (Andini and Purnama, 2023) said that performance culture can directly have a significant and partial influence on employee

performance. (Kusufa et al., 2023) stated that work environment variables, work assessments and discipline have a significant effect on the level of employee performance productivity in village offices. Work culture can be said to be one of the more important indicators, besides that it can also play the most important role because work culture can directly determine the success of an organization, both large-scale organizations and small-scale organizations in rural areas. (Assagaf, 2012) who stated that work culture can basically be said to be a philosophy which can function as an indicator that can bind employees, this can also be directly ensured formally as in the form of existing rules and regulations. This means that work culture is a set or mechanism of beliefs and norms that will be developed in an organization, which can also be used as a guideline for employee behavior.

## RESEARCH METHOD

In this research, the author uses a quantitative descriptive method. In this research, the collection technique is also observation, documentation, interviews and questionnaires. The number of populations used in this research is 50, the technique used in sampling in this study is total sampling, which means that the entire population will be used as a sample. Therefore, the number of samples used in this study is 50. The analysis technique used in this study is quantitative analysis, namely using simple linear regression analysis, which is assisted by using SPSS 26 software.

## RESULT AND DISCUSSION

### RESULT

#### Validity Test

The purpose of the validity test is to be able to measure the validity of a questionnaire, the validity test in this research uses a person correlation test or often known as a product moment, which with the provisions used, for example if the calculated R value is greater than the R table value, the data is declared valid and vice versa (Ghozali, 2013). The results of the analysis can be seen in the following table.

**Table 1. Results of Validity Test of Work Culture Variable Instrument**

Variable	Item	<i>Corrected Item-Total</i>	$r_{table}$	Information	
		<i>Correlation (r<sub>hitung</sub>)</i>		<i>Sig</i>	
Work Culture (X)	Item_1	0.673	0.281	0.000	Valid
	Item_2	0.843		0.000	Valid
	Item_3	0.775		0.000	Valid
	Item_4	0.799		0.000	Valid
	Item_5	0.767		0.000	Valid
	Item_6	0.804		0.000	Valid

*Source: Processed Data 2024*

As found in the analysis results in the table, it can be seen that the culture variable has a calculated R value much greater than the R table value (R table of 0.281), so the conclusion that will be drawn in this study is that all question items on the performance culture variable can be declared valid.

**Table 2. Employee Performance Productivity Variable Instrument Validity Test Results**

Variable	Item	Corrected Item-Total	r <sub>table</sub>	Information
		Correlation (r <sub>hitung</sub> )	Sig	
Employee Performance Productivity (Y)	Item_1	0.570	0.000	Valid
	Item_2	0.646	0.000	Valid
	Item_3	0.579	0.000	Valid
	Item_4	0.556	0.281	Valid
	Item_5	0.677	0.000	Valid
	Item_6	0.549	0.000	Valid

Source: Processed Data 2024

As found in the analysis results in the table, it can be seen that the culture variable has a calculated R value much greater than the R table value (R table of 0.281), so the conclusion that will be taken in this study is that all question items on the employee performance productivity variable can be declared valid.

### Reliability Test

As expressed by (Ghozali, 2013) who stated that in a reliability test it can be said to be one of the measurement actions in existing research by calculating the Cronbach Alpha value, a variable can be said to be reliable if the chromeus Alfa coefficient value is much greater than 0.6. The results of the reliability test are presented as follows:

**Table 3. Results of the Reliability Test of Work Culture Variables**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.774	6

Source: Processed Data 2024

As found in the analysis results in the table, it can be seen that the reliability test on the work culture variable can be stated as reliable. This can be proven based on the Cronbach's Alpha method (using a statistical test program) showing that the Cronbach's Alpha value has a value of 0.774 which is greater than 0.06 ( $0.774 > 0.06$ ), so it can be seen that the reliability test on the work culture variable can be stated as reliable.

**Table 4. Results of the Employee Performance Productivity Variable Reliability Test**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.631	6

Source: Processed Data 2024

As found in the analysis results in the table, it can be seen that the reliability test on the employee performance productivity variable can be declared reliable. This can be proven based on the Cronbach's Alpha method (using a statistical test program) showing the Cronbach's Alpha value has a value of 0.774 which is greater than 0.06 ( $0.631 > 0.06$ ), so it can be seen that the reliability test on the employee performance productivity variable can be declared reliable.

### Normality Test

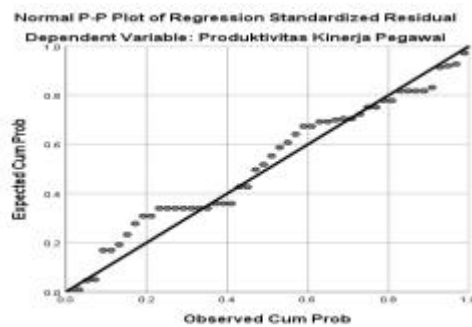
The purpose of this normality test is to see whether the data used in this study is normal or not, this can be assisted by using the Kolmogorov-Smirnov method. The criteria for testing the normality of this data are if the significant value is greater than 0.05 then the data is declared normal and vice versa. Therefore, this normality test can be presented in the following table:

**Table 5 Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		50
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.81352825
Most Extreme Differences	Absolute	.126
	Positive	.086
	Negative	-.126
Test Statistic		.126
Asymp. Sig. (2-tailed)		.044 <sup>c</sup>

*Source: Processed Data 2024*

Based on the test results found in the table, it can be seen that the significant value is much greater than 0.005 (Sig. (2-tailed) of 0.200,  $> \alpha = 0.05$ , (0.044 > 0.05), so it can be seen that the data used in this study is declared normal. In this study, if the distribution of existing points approaches one of the diagonal lines, the residual information or data can be said to be normal and vice versa. Therefore, this normality test can be presented in the following image:



**Figure 1. Normal P-Plot Graph**

*Source: Processed Data 2024*

As found in the analysis results in the figure, it is known that in the distribution of points directly known to approach a diagonal line, so the conclusion is that the data is normally distributed.

### **Multicollinearity Test**

In the multicollinearity test, it is known that whether there is a correlation or is directly free from multigonarity symptoms, so that testing is carried out using the VIF value and tolerance value, with the provision that if the value is greater than 10 or the tolerance value is less than 0.10, then it can be stated that there is a multidimensional symptom and vice versa.

**Table 6. Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
Work Culture (X)	1.000	1.000

*Source: Processed Data 2024*

As found in the analysis results in the table, it can be said that the tolerance value for the work culture variable is 1,000, which is greater than 0.10, while the VIF value for the work culture variable has a value of 1.00, which means that it is greater than 10, so it can be said that there are no symptoms of multiculturalism in this research.

### Heteroscedasticity Test

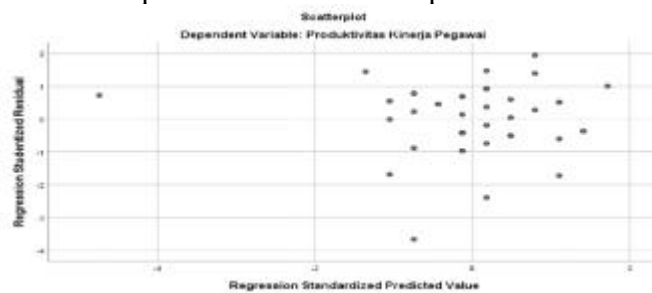
The heteroscedasticity test uses the Glejser Test, which is used to determine whether heteroscedasticity occurs or not, therefore it can be seen that if the significant value is greater than 0.05, it can be concluded that there is no heteroscedasticity at all, and vice versa. Therefore, in this heterotrophic test, it can be presented in the following table:

**Table 7. Heteroscedasticity Test Results**

Model	Unstandardized		Standardized		T	Sig
	Coefficients		Coefficients			
	B	Std. Error	Beta			
<b>1</b>						
(Constant)	1.687	1.276			1.322	.192
Work Culture (X)	-.013	.052	-.036		-.247	.806

Source: Processed Data 2024

As found in the results of the heteroscedasticity analysis, it can be seen that the work culture variable has a value of  $-0.247 > \alpha = 0.05$ , so it can be seen that based on decision making with the Glejser test, no heteroscedasticity was found, in addition, it can also be seen in the scatterplot test which can be presented in the following image:



**Figure 2. Scatterplot (Heteroscedasticity Test)**

Source: Processed Data 2024

Based on the test results found in the image above, it can be seen that in the distribution of points that are random and can also be spread below the number 0 on the Y axis. Therefore, it can be concluded that there is no heteroscedasticity in this research.

### Simple Linear Regression Analysis Test

The intent and purpose of this simple linear regression analysis is as with the aim of being able to directly find out whether there is an influence of the independent variable on the dependent variable. In this simple linear regression analysis test, it can be presented in the following table:

**Table 8. Simple Linear Regression Analysis Results**

Model	Unstandardized		Standardized		T	Sig
	Coefficients		Coefficients			
	B	Std. Error	Beta			
<b>1</b>						
(Constant)	10.815	1.983			5.455	.000
Work Culture (X)	.581	.080	.721		7.216	.000

Source: Processed Data 2024

Based on the results of the analysis found in the table, in this research the simple linear regression equation is as follows:

$$Y = 10,815 + 0.581 (X)$$

As found in the existing calculation results, it can be seen that the regression coefficient value for the work culture variable has a value of 0.581 and also has a significant value of 0.000, which means that it is smaller than 0.05. Therefore, it can be seen that work culture has a positive and significant influence on employee performance productivity at the Landungsari Village Office, Dau District, Malang Regency.

### Hypothesis Testing (t Test)

In hypothesis testing or known as the T Test, it is one of the actions that can test whether the hypothesis is rejected or not. The hypothesis testing can be presented in the following table:

**Table 9. Results of the t Test (Partially)**

Model	Unstandardized		Standardized		T	Sig
	Coefficients B	Std. Error	Coefficients Beta			
1						
(Constant)	10.815	1.983			5.455	.000
Work Culture (X)	.581	.080	.721		7.216	.000

*Source: Processed Data 2024*

As found in the results of the analysis and calculations in the table above, it can be seen that the work culture variable has a value of 0.581 and a significant level of  $0.000 < 0.05$ ,  $t_{count} > t_{table}$  or  $7.216 > 1.676$ , which means that it is less than 0.05. Therefore, it can be seen that the work culture variable can have a positive and significant influence on the productivity of employee performance at the Kesa Landungsari Office, Malang Regency, which means that H0 is rejected.

### Coefficient of Determination (R<sup>2</sup>)

In testing the coefficient of determination, the aim is to find out how much influence the independent variables have on the dependent variable, so that in testing the coefficient of determination, it can be presented in the following table:

**Table 10. Results of the Coefficient of Determination Test (R<sup>2</sup>)**

Model	Model Summary <sup>b</sup>				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.721 <sup>a</sup>	.520	.510	1.83232	2.187

*Source: Processed Data 2024*

As in the test results, it is known that the results of the Determination Coefficient (R<sup>2</sup>) analysis in the table, so it can be concluded that the termination coefficient value is 0.520 (52.0%) which means that there is an influence of work culture on, while 48% can be influenced by other factors outside this study.

## DISCUSSION

As found in the results of the analysis and calculations, it is known that the regression coefficient value on Work Culture (X) is 0.581 which indicates that it is positive and the Sig value is  $0.000 < 0.05$ . so it is known that there is a significant and positive influence on employee performance productivity. Regarding the hypothesis testing, it is known that the t-count value of the Work Culture variable (X) is 7.216 while the t-table value is 1.676. So, it is obtained  $t_{count} > t_{table}$  or  $7.216 > 1.676$ , so in the hypothesis testing H0 is rejected. This means that there is a positive and significant

influence of work culture on employee performance productivity at the Landungsari Village Office, Dau District, Malang Regency.

Which means that work culture on employee performance productivity at the village office is very important in increasing employee motivation, efficiency, collaboration, and welfare, and can even have an impact on better public services. Therefore, it is important for the leader of the Landungsari Village Office to build and maintain a supportive work culture, with the aim that employee performance continues to be productive and optimal in carrying out their duties. There are several criteria for increasing 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 discussed, this research is in accordance with the research stated (Latifah, 2019) that work culture can directly have a positive impact on employee performance, which means that it is necessary to pay attention to a phenomenon in the Landungsari village office, Dau District, Malang Regency, namely the lack of work culture, and coordination and supervision have not been effective in making existing decisions. (Renouw et al., 2023) states that work culture affects work productivity. The synergy of all these factors will determine the level of effectiveness and performance of employees in an organization. There is a theory of motivational factors and job satisfaction expressed by (Sutrisno, 2011) which states that productivity is a much better measure. A comparison of output and input, the input is often limited by labor, but the output is always measured in units of value or in physical form. According to (Hasibuan, 2010) stated that productivity is one of the actions that is scientific and can also be calculated between the amount produced during ongoing production. HR or often known as human resources can be said to be one of the most strategic indicators in an organization. One of the recipes stated by (Sofyan et al., 2019), and (Martalina et al., 2022) which states that work culture has a positive effect on work productivity and commitment, and work ability has a positive and significant effect on employee performance productivity in government agencies.

## **CONCLUSION**

As discussed in the results of the Analysis and discussion, so that in this research the conclusion that will be raised is that there is a positive and significant influence of work culture on employee performance productivity at the Landungsari Village Office, Dau District, Malang Regency. Which means that work culture has an important role in increasing the productivity of village office employee performance. A positive work culture is characterized by motivation, teamwork, discipline, open communication, and supportive leadership, so that it can increase employee satisfaction and work enthusiasm. When employees feel supported, motivated, and appreciated, they tend to work more efficiently and effectively. This has a direct impact on the quality of public services provided to all levels of society. Conversely, a negative work culture can reduce work enthusiasm, hinder productivity, and potentially reduce the quality of service.

## **REFERENCES**

### **Authored Book**

Hasibuan. (2010). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

Pandji Anoraga. (2005). Analisis Kepuasan Kerja Karyawan pada Hotel Sri Indrayani Pekanbaru. *Riau University*.

Sedarmayanti. (2009). *Manajemen Sumber Daya Manusia*. PT. Refika Aditama.  
Siagian. (2010). *Manajemen Sumber Daya Manusia*. Bumi Aksara.

### **Dissertation From a Database**

Assagaf, Y. (2012). Pengaruh Budaya Kerja Terhadap Kinerja Karyawan Pada PT Hadji Kalla Cabang Alauddin Makasar. *Skripsi. Jurusan Ekonomi Dan Bisnis Fakultas Manajemen Universitas Hasanuddin*.

### **Edited Book Chapter**

Ghozali, I. (2013). *Aplikasi Analisis Multivariat dengan Program IBM SPSS* (Edisi 7). Universitas Diponegoro.

### **Journal Articles**

- Andewi, W., & Putri, L. A. (2025). The Use Of English Outside The Classroom: A Narrative Inquiry Into Students'language Experiences In Real-Life Contexts. *Journal of Linguistics and Social Sciences*, 3(1), 31-38.
- Andini, Y., & Purnama, I. (2023). Pengaruh Budaya Kerja Dan Pembagian Kerja Terhadap Kinerja Pegawai Pada Dinas Sosial. *Jurnal Mahasiswa: Jurnal Ilmiah Penalaran Dan Penelitian Mahasiswa*, 5(3), 204–213.
- Ardasanti, A., Arfah, A., Semmaila, B., & Arifin, A. (2022). Pengaruh Pendidikan, Pelatihan dan Kompensasi Terhadap Produktivitas Kerja Karyawan. *YUME: Journal of Management*, 5(3), 93-105.
- Cahyono, Yuli Tri and Indira M, L. (2007). Pengaruh Perencanaan Dan Pengawasan Terhadap Produktivitas Kerja Karyawan Pada Perusahaan Manufaktur Di Surakarta. *Riset Akuntansi Dan Keuangan Indonesia*, 6(2), 222–223.
- Fau, J. F., & Buulolo, P. (2023). Pengaruh lingkungan kerja terhadap produktivitas kerja pegawai di kantor Samsat kabupaten Nias Selatan. *REMIK: Riset Dan E-Jurnal Manajemen Informatika Komputer*, 7(1), 533-536.
- Hartanto, J., & Siregar, I. N. P. (2022). Policy Influence Debt, Ownership Managerial and Profitability Against Company Value in the Food and Beverages Sub-Sector Indonesian Securities in the 2019-2021 Period. *International Journal Of Economics Social And Technology*, 1(4), 166-172.
- Kusufa, Fendiyatmi., Fianto, Latif & Moni, Yuliana. (2023). Pengaruh Lingkungan Kerja, Penilaian Kinerja, Disiplin Kerja Terhadap Produktivitas Kerja di Kantor Kelurahan Merjosari Kota Malang. *Journal of Research on Business and Tourism*, 3(1), 22–30.
- Latifah, L. (2019). Peningkatan Kemampuan Membaca Pemahaman Wacana Matematika Melalui Model Pembelajaran Pengembangan Berpikir Kritis Dengan Menggunakan Strategi SQRQCQ (Survey, Questions, Read, Questions, Compute, Questions) Di Kelas 7 SMP PGRI 4 Cimahi. *Semantik*, 8(1), 1–17.
- Sofyan, S., Jabbar, A., & Sunarti, S. (2019). Pengaruh Budaya Kerja terhadap Kedisiplinan Pegawai Di Kantor Desa Bina Baru Kecamatan Kulo Kabupaten Sidenreng Rappang. *Moderat: Jurnal Ilmiah Ilmu Pemerintahan*, 5(1), 56–69.
- Sutrisno, S. (2011). Pengaruh Debt To Equity Ratio (Der), Capital Adequacy Ratio (Car), Non Performing Loan (Npl) Dan Loan To Deposit Ratio (Ldr) Terhadap Return On Assets (Roa) Pada Bank Yang Terdaftar Di Bursa Efek Indonesia. *Jurnal Stie Semarang (Edisi Elektronik)*, 10(3), 51–63.
- Suyadi. Y. S. (2022). Teknologi Sebagai Alat Pengembangan Spiritual: Menemukan Keselarasan Antara Agama Dan Inovasi. *Islamic Education*, 3(1), 22–28.

Ulfiana, U., Salimi, M., & Ngatman, N. Penerapan Model Problem Based Learning (PBL) dengan Multimedia dalam Peningkatan Hasil Belajar IPAS pada Siswa Kelas IV SD Negeri 1 Karang Sari Tahun Ajaran 2023/2024. *Kalam Cendekia: Jurnal Ilmiah Kependidikan*, 12(2).

### **Proceedings**

Martalina, D. M., SUGIONO, S., & PURNOMO, H. (2022, August). Pengaruh Motivasi, Budaya Kerja, dan Kepemimpinan terhadap Produktivitas Pegawai Pemerintah Kabupaten Nganjuk. In *Prosiding Seminar Nasional, Manajemen dan Akuntansi Fakultas Ekonomi dan Bisnis* (Vol. 7, No. 1, pp. 1-6). Universitas Nusantara PGRI Kediri.

Renouw, A. A., & Meilani, Y. F. P. (2023, July). Driving Factors of Young Entrepreneurship in Papua. In *Proceeding National Conference Business, Management, and Accounting (NCBMA)* (Vol. 6, pp. 41-47).