



The Influence of Organizational Culture, Work Spirit and Job Satisfaction on Employee Work Productivity at the Ministry of Religion Office

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Abstract

The Influence of Organizational Culture, Work Morale and Job Satisfaction on Employee Work Productivity at the Makassar City Ministry of Religion Office. Supervised by Mr. Andi Mappatempo Badawi as Supervisor I and Mr. M. Yusuf Alfian Rendra Anggoro KR as Supervisor II. This research aims to analyze, test and determine the influence of organizational culture, work enthusiasm and job satisfaction on employee work productivity at the Makassar City Ministry of Religion Office. The type of research used is quantitative research with a sample of 93 respondents using a questionnaire as a source of data collection, the analysis used is multiple linear regression analysis. The research results show that organizational culture has a positive and significant effect on employee work productivity, work morale has a positive but not significant effect on employee work productivity, job satisfaction has a positive and significant effect on employee work productivity.

Introduction

An organization is a consciously coordinated social entity, with relatively identifiable boundaries, that works on a relatively continuous basis to achieve a common goal or group of goals (Robbins, 1996). The importance of the position of human resources in an organization then becomes a determinant for the progress or decline of the organization. Human resource management is a personnel empowerment system that can display productive performance, where productive performance can produce better work productivity. Work productivity shows the level of employee ability in achieving results (Output), especially in terms of quantity. Therefore, the level of employee productivity can be different, it can be high and it can also be low, depending on the level of persistence in carrying out their duties (Yuniarsih & Suwatno, 2016). Work productivity in a Regional Government Organization (OPD) is a measure of the comparison of the quality and quantity of an employee in an organization in a unit of time to achieve work results or achievements effectively and efficiently with the resources used. This is in line with what was stated by Yuniarsih & Suwatno, (2016), that productivity measurement is focused on the ability of employees to make a positive contribution in creating an ergonomic work environment, so that they can present themselves as productive individuals in realizing organizational goals effectively and efficiently.

The results of previous studies show that work productivity can be influenced by organizational culture variables (Gustriadi, 2014) organizational culture has a significant effect on work productivity, organizations must also consider the culture of their employees in the organization, employees have a sense of concern for their work. Work productivity can also be influenced by work enthusiasm and job satisfaction variables (Marfa, 2017). The results of the study showed that there was a significant influence between job satisfaction and work enthusiasm on employee work productivity, this shows that the increase and decrease in

employee work productivity is influenced by the variables of job satisfaction and work enthusiasm.

Organizational culture can affect the professionalism of civil servants, because it creates interaction between employees based on the characteristics of the organizational culture, this is in line with what was stated by Robbins (2012) culture can be very stable over time, but culture is also never static and is influenced by 7 (seven) characteristics, namely (1) Innovation and risk taking; (2) Aggressiveness; (3) Benefit orientation; (4) People orientation; (5) Team orientation; (6) Aggressiveness; (7) Stability. These characteristics exist in an organization that gives rise to a response in the form of support for the characteristics of the organization which then affects the performance of civil servants. Arsulawareni (2020) stated that Organizational Culture and Motivation have a partial effect on Employee Performance, Organizational Culture must be created well in the organization, namely by jointly committing to the organization to achieve organizational goals, vision and mission and working according to organizational expectations.

The work capacity in a government organization environment is very clear, namely the number of working hours and rest hours in accordance with the provisions. The implementation of regular working hours can optimize an employee's performance. However, sometimes there are employees who do not comply with the regulations made by an organization. The implementation of work culture in government organizations is required from all parties, so that it can really be implemented according to expectations, to create an organizational culture in accordance with the goals of the vision and mission of an organization.

Work enthusiasm also affects employee work productivity in an organization. Work enthusiasm is the main basis for someone to enter an organization, in order to satisfy various needs. Wardani (2017) in her research on the influence of work ability and work enthusiasm on employee performance through job satisfaction as an intervening variable found that the results of the T-test showed that work ability partially had no effect and was not significant on employee performance, while work enthusiasm and job satisfaction partially had a positive and significant effect on employee performance.

Work spirit is a psychological state of a person to work diligently, quickly and better in an organization. A person who has high work spirit has his own reasons for working will have the passion of quality to survive in the face of difficulties to fight frustration. According to Purwanto (2012), that work spirit is an emotional and mental reaction of a person to his work, work spirit affects the quality and quantity of a person's work. Thus, work spirit is a reflection of the condition of employees in their work environment and the expression and mentality of individuals or groups that show a sense of pleasure and happiness in doing their work. By increasing work spirit, many benefits will be obtained such as low absenteeism, work is completed faster and so on. Job satisfaction is also a driving force in the stability and realization of an organizational ideal, a positive or negative attitude carried out by individuals towards their work. Job satisfaction can be interpreted as a general attitude towards a person's work that shows the difference between the amount of appreciation received and what should be received. Marfah (2017) in her research entitled *The Influence of Job Satisfaction and Work Spirit on Employee Work Productivity in the Class I Navigation District of Palembang*, found that the determination coefficient obtained an R² value of 0.289% or 29.8%. The results of this study mean that 29.8% of the variation in the dependent variable, namely employee work productivity, is influenced by the independent variables, namely job satisfaction and work spirit, and the remaining 70.2% is influenced by other factors that were not studied.

Job satisfaction is a feeling that supports or does not support an employee related to his work or his condition. (Mangkunegara, 2016). Thus, it can be interpreted that the more satisfied an employee is in an organization, the maximum work results will be obtained. One way that can be done is to improve and maintain the condition of employee work satisfaction in an organization.

These three fundamental things in synergy, namely organizational culture, work spirit and job satisfaction, are expected to create maximum work results which are called work productivity. The phenomenon found in the employees of the Ministry of Religious Affairs Office of Makassar City is that there are still many employees who do not comply with the specified working hours, sometimes come late and go home before the specified time. Likewise, with the work spirit that is starting to decline, employees are no longer enthusiastic about sitting at their desks, do not show joy and happiness in doing their work, there are some employees who are not yet professional in carrying out their duties such as lack of preparation, supervision, and control so that some feel dissatisfied or the work results given by these employees are not optimal as expected.

Table 1. Employee Absences of the Ministry of Religion of Makassar City

No.	Information	Number of present/absent	Percentage
1	Come late	121	5.30%
2	Outstation	40	1.75%
3	Annual leave	33	1.44%
4	On time	2031	89.07%
5	Not present	55	2.41%
Total		2280	100%

Source: Makassar City Ministry of Religion Personnel Agency

The results of the calculation of employee absence data at the Makassar City Ministry of Religion office for the period December 2023 with the assumption of 19 working days by calculating as follows: (number of present/absent: 19 working days: 120 number of employees x 100). The results show that the percentage of lateness per day is around 5.30%, the number of employees on out-of-town duty is around 1.75% per day, while the number of annual leave is around 1.44%, while the number of employees who are present on time is 89.07%, and the number of employees who are absent is around 2.41%.

Decreased work enthusiasm means that work will take longer to complete, the percentage of absenteeism can be large and the possibility of employee turnover can also be large and so on. Therefore, every employee should have a high awareness of their organization. Employees are highly expected to have high work morale, because with high work morale, work enthusiasm will increase. High work spirit then each employee is expected to achieve a better level of productivity and ultimately support the realization of the organization's goals because with the success of the organization the personal interests of employees are also maintained. Based on the theory, previous research, and phenomena encountered, the researcher will solve the problem of how to increase employee productivity at the Makassar City Ministry of Religion Office.

Literature Review

Organizational Culture

Organizational culture according to Claver et al. (2001), is a set of values, symbols and rituals shared with members and companies, which describe things done within an organization to

address internal management issues and those related to customers, suppliers and the environment. According to Robbins (2014), organizational culture is a system of shared meaning held by members that distinguishes their organization from other organizations. According to Di Stefano et al. (2019), organizational culture is a set of basic assumptions, values, attitudes and norms of shared behavior in an organization and is manifested through the perceptions of their members, thoughts, feelings and behaviors, as well as artifacts from a mixture of these things and non-natural basic properties. According to Van Muijen (2013), organizational culture is also defined as "a set of key values, assumptions, understandings, and norms shared by members of an organization and new members taught correctly". Tsay (2011), suggests that organizational culture is often described in terms of shared meaning. Patterns of beliefs, symbols, rituals, and myths that develop over time and function as the glue that unites the organization.

The function of culture is difficult to distinguish from the function of culture in groups or organizational culture because culture is a social phenomenon. Here are 5 functions of culture in an organization according to Robbins (2014), namely: (1) Culture has a boundary role, namely culture creates differences between one organization and another; (2) Culture functions to convey a sense of identity to members of the organization; (3) Culture facilitates the growth of commitment to something greater than individual self-interest; (4) Culture increases the stability of the social system. Culture is a social glue that helps bind the organization together by providing appropriate standards for what employees should say and do; (5) Culture as a shaper of a sense of control mechanism that provides guidance for shaping employee attitudes and behavior.

There are seven main characteristics that seem to capture the essence of organizational culture according to Robbins (2014), namely innovation and Risk Taking, attention to detail, outcome orientation, People Orientation, Team Orientation, Aggressiveness, Stability.

Work Spirit

According to Hasibuan (2014), work spirit is the desire, sincerity of a person to do their job well, disciplined to achieve maximum work performance, willingness, and deep pleasure in the work being done. By knowing human behavior, why people want to work, and what satisfactions they enjoy, a manager will find it easier to motivate his subordinates. This work spirit will stimulate someone to work and be creative in their work.

The Importance of Work Spirit Tohardi (2002) stated that employee work spirit is very important for an organization because with work spirit, it will reduce the number of absences (truancy) or not working due to laziness, the work given or assigned to him can be completed in a shorter time or faster, the organization or company benefits from the small number of damages, because as is known that the more dissatisfied in working, the less enthusiastic in working, the greater the number of damages, will make employees happy to work so that it is less likely for employees to move to work elsewhere.

According to Manullang, (2001) there are several factors that influence work enthusiasm, namely adequate salary, paying attention to spiritual needs, providing targeted incentives, placing employees in the right positions, self-esteem, opportunities and facilities.

Work Productivity

Productivity is the result of a person or employee's work that compares input and output, it can also be said that if a worker produces high work results but it is not certain that their productivity will also increase. Furthermore, Sutrisno (2009) said that productivity is a measure of product efficiency by comparing output results and input results. Often limited to labor,

while output is measured in physical units, form, and value. Tohardi (in Sutrisno, 2009) said that productivity is a mental attitude that always seeks the truth about what already exists. A belief that individuals can do better work today than yesterday and tomorrow better than today.

Many factors can affect work productivity, both those related to labor and those related to the company environment. Sedarmayanti (2009) stated that these factors include mental attitude, education and training, skills, management, industrial relations, income level, nutrition and health, social security, work environment and climate, production facilities, and opportunities for achievement.

Methods

The type of research approach used in this study is quantitative research, which is research where data collection is in the form of numbers and analysis using statistics. The method used in this study is the survey method. The type of research also used is quantitative descriptive. The research method used is Cross sectional design which is taken once in one period. The sampling technique in this study was carried out using the probability sampling technique, which is a technique based on the concept of random selection where each member of the population has the same opportunity to be a sample. And this technique is carried out using the slovin method or formula. The population in this study was 120 (one hundred and twenty) people taken from all employees of the Makassar City Ministry of Religion office. The population in this study was 120 (one hundred and twenty) people taken from all employees of the Makassar City Ministry of Religion Office.

Results and Discussion

Descriptive Statistical Analysis

Table 2. Basis for Interpretation of Item Scores in Research Variables

No	Score Value	Interpretation
1	1,00-1,79	Bad/Unimportant
2	1,80-2,59	Poor
3	2,60-3,39	Enough
4	3,40-4,19	Good/Important
5	4,20-5,00	Very Good/Very Important

Source: Koesmono (2005)

The description in the descriptive statistical analysis of each variable is described as follows:

Organizational Culture

The Organizational Culture variable is measured by three indicators, namely, teamwork appreciation values, team cooperation values, and action stability values, all three indicators are developed into two statement items. Respondents' perceptions of organizational culture can be seen in the following table:

Table 3. Frequency/Percentage of Organizational Culture Indicators

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1	0	0.0	0	0.0	0	0.0	50	53.8	43	46.2	4.46
X1.1.2	0	0.0	0	0.0	1	1.1	56	60.2	36	38.7	4.38
Teamwork Appreciation Values (X1.1)											4.42

X1.2.1	0	0.0	0	0.0	0	0.0	76	81.7	17	18.3	4.18
X1.2.2	0	0.0	0	0.0	0	0.0	66	71.0	27	29.0	4.29
Teamwork Values (X1.2)											4.23
X1.3.1	0	0.0	0	0.0	1	1.1	71	76.3	21	22.6	4.22
X1.3.2	0	0.0	0	0.0	0	0.0	67	72.0	26	28.0	4.28
Stability Values of Action (X1.3)											4.25
Mean of Organizational Culture Variable											4.3

Source: Appendix 4

Table 3, it can be seen that the perception of Organizational Culture can be interpreted that respondents gave a very good/very important value. This can be seen from the average of 4.43. This means that respondents understand the organizational culture intended in this study. The indicator that has the highest average of the organizational culture variable is the values of teamwork appreciation (X1.1), with an average value of 4.42, this can be interpreted that employees have the ability to collaborate and have new ideas between team members, and the lowest is the indicator of the values of stability of action (X1.2) with an average value of 4.23, this descriptive approach provides an illustration that consistency in acting for employees is an important indicator in achieving team success.

Work Spirit

The work spirit variable is measured by three indicators, namely, the desire to advance, work concentration, and pleasure in working, all three indicators are developed into two statement items. Respondents' perceptions of work spirit can be seen in the following table:

Table 4. Frequency/Percentage of Work Spirit Indicators

Indicators	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X2.1.1	0	0.0	0	0.0	1	1.1	60	64.5	32	34.4	4.33
X2.1.2	0	0.0	0	0.0	1	1.1	64	68.8	28	30.1	4.29
Desire To Progress (X2.1)											4.31
X2.2.1	0	0.0	0	0.0	1	1.1	64	68.8	28	30.1	4.29
X2.2.2	0	0.0	0	0.0	1	1.1	69	74.2	23	24.7	4.24
Work Concentration (X2.2)											4.26
X2.3.1	0	0.0	0	0.0	2	2.2	62	66.7	29	31.2	4.29
X2.3.2	0	0.0	0	0.0	0	0.0	67	72.0	26	28.0	4.28
Pleasure in Work (X2.3)											4.28
Mean of Organizational Culture Variable											4.28

Source: Appendix 4

Table 4, it can be seen that the perception of work spirit can be interpreted that respondents gave a very good/very important value. This can be seen from the average of 4.28. This means that respondents understand the work spirit intended in this study. The indicator that has the highest average of the work spirit variable is the desire to advance (X2.1), with an average value of 4.31, this can be interpreted that employees have a strong commitment to continue to improve their performance and contribution, and the lowest is the work concentration indicator (X2.2) with an average value of 4.26, this descriptive approach provides an illustration that the

ability to stay focused and prioritize tasks on more important things in improving efficiency and quality of work.

Job Satisfaction

Job satisfaction variables are measured by three indicators, namely, salary or incentives, working conditions, and coworkers, all three indicators are developed into two statement items. Respondents' perceptions of job satisfaction can be seen in the following table:

Table 5. Frequency/Percentage of Job Satisfaction Indicators

Indicators	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X3.1.1	0	0.0	0	0.0	0	0.0	64	68.8	29	31.2	4.31
X3.1.2	0	0.0	0	0.0	0	0.0	63	67.7	30	32.3	4.32
Salary or Incentive (X3.1)											4.31
X3.2.1	0	0.0	0	0.0	0	0.0	71	68.8	22	30.1	4.24
X3.2.2	0	0.0	0	0.0	0	0.0	68	73.1	25	26.9	4.27
Working Conditions (X3.2)											4.25
X3.3.1	0	0.0	0	0.0	0	0.0	71	76.3	22	23.7	4.24
X3.3.2	0	0.0	0	0.0	0	0.0	61	65.6	32	34.4	4.34
Coworkers (X3.3)											4.29
Mean of Organizational Culture Variable											4.28

Source: Appendix 4

Table 5, it can be seen that the perception of job satisfaction can be interpreted that respondents gave a very good/very important value. This can be seen from the average of 4.28. This means that respondents understand the job satisfaction intended in this study. The indicator that has the highest average of the organizational culture variable is salary or incentives (X3.1), with an average value of 4.31, this can be interpreted that employees feel that the balance between salary and performance can create motivation to achieve better results in work, and the lowest is working conditions (X3.2) with an average value of 4.25, this descriptive approach provides an illustration that a safe, comfortable work environment and team support are important factors in improving employee performance.

Work Productivity

The work productivity variable is measured by three indicators, namely, always improving the quality of work, increasing the results achieved, the efficiency of resources used, all three indicators are developed into two statement items. Respondents' perceptions of work productivity can be seen in the following table:

Table 6. Frequency/Percentage of Employee Work Productivity Indicators

Indicators	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y1.1.1	0	0.0	0	0.0	0	0.0	69	74.2	24	25.8	4.26
Y1.1.2	0	0.0	0	0.0	0	0.0	72	77.4	21	22.6	4.23
Improving Work Quality (Y1.1)											4.24
Y1.2.1	0	0.0	0	0.0	0	0.0	77	82.8	16	17.2	4.17
Y1.2.2	0	0.0	0	0.0	0	0.0	73	78.5	20	21.5	4.22

Improving Achieved Results (Y1.2)											4.19
Y1.3.1	0	0.0	0	0.0	0	0.0	69	74.2	24	25.8	4.26
Y1.3.2	0	0.0	0	0.0	2	2.2	70	75.3	21	22.6	4.20
Efficiency of Resources Used (Y1.3)											4.23
Mean of Organizational Culture Variable											4.22

Source: Appendix 4

Table 6, it can be seen that the perception of work productivity can be interpreted that respondents gave a very good/very important value. This can be seen from the average of 4.22. This means that respondents understand the work productivity intended in this study. The indicator that has the highest average of the work productivity variable is always improving work quality (Y1.1), with an average value of 4.24, this can be interpreted that employees are committed to the quality of important aspects in achieving higher work standards, and the lowest is the indicator of improving the results achieved (Y1.2) with an average value of 4.19, this descriptive approach provides an illustration that evaluation and learning are important steps for employees in achieving better results in the future.

Analysis of Research Results

Validity Test and Reliability Test

Validity Test

The purpose of validity is to determine the level of validity of the instruments used in the study. Through the validity test, it will be known whether the question items presented in the questionnaire are truly able to reveal with certainty about the problem being studied. The basis for decision making is if $r_{count} > r_{table}$, to get r_{table} , first calculate the r value using the formula $df = n - 2$ where n is the number of samples used by the researcher with a significance level of 0.05 so that the r_{table} value can be known = 0.203. The results of the validity test can be seen in the following table:

Table 7. Validity Test Results

Variable	r count	Sig.	Description
Organizational Culture (X1)			
X1.1	0.581	0.00	Valid
X1.2	0.640	0.00	Valid
X1.3	0.669	0.00	Valid
X1.4	0.665	0.00	Valid
X1.5	0.558	0.00	Valid
X1.6	0.670	0.00	Valid
Spirit at Work (X2)			
X2.1	0.667	0.00	Valid
X2.2	0.713	0.00	Valid
X2.3	0.591	0.00	Valid
X2.4	0.583	0.00	Valid
X2.5	0.693	0.00	Valid
X2.6	0.651	0.00	Valid
Job Satisfaction (X3)			
X3.1	0.700	0.00	Valid
X3.2	0.553	0.00	Valid
X3.3	0.621	0.00	Valid

Variable	r count	Sig.	Description
X3.4	0.577	0.00	Valid
X3.5	0.573	0.00	Valid
	0.524	0.00	Valid
Work Productivity (Y)			
Y1.1	0.574	0.00	Valid
Y1.2	0.623	0.00	Valid
Y1.3	0.628	0.00	Valid
Y1.4	0.606	0.00	Valid
Y1.5	0.515	0.00	Valid
Y1.6	0.694	0.00	Valid

Source: Appendix 3

Based on table 7 related to validity testing with all statement indicators contained in the questionnaire as a measuring tool for the influence of organizational culture, work enthusiasm, job satisfaction, on employee work productivity at the Makassar City Ministry of Religion office, it can be concluded that all statement items contained in the questionnaire are declared valid.

Reliability Test

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. A new measuring instrument can be trusted and relied upon if it always gets consistent results from unchanged measurement symptoms carried out at different times. To conduct a reliability test, the Cronbach Alpha technique can be used, where a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.60 or more. As in the following table:

Table 8. Reliability Test Results

No.	Variable	Cronbach's Alpha	Description
1	Organizational culture	0.691	Reliabel
2	Spirit at work	0.727	Reliabel
3	Job satisfaction	0.626	Reliabel
4	Work productivity	0.647	Reliabel

Source: Appendix 3

Based on the results of the reliability test of the research instrument, as in Table 8, the test results show that all research instruments are reliable or reliable so that they are suitable for use as measuring instruments. This can be seen that all variables in this study have a reliability coefficient/alpha greater than 0.60.

Classical Assumption Test

Normality Test

The Normality Test in this study was carried out by means of graphical analysis. Normality can be detected by looking at the distribution of data (points) on the diagonal axis of the graph or by looking at the histogram and its residuals, the basis for making decisions includes: (a) If the data is spread around the diagonal line or the histogram graph shows a normal distribution pattern, then the regression meets the normality assumption; (b) If the data is spread far from the diagonal line or does not follow the direction of the diagonal line or the histogram graph

does not show a normal distribution pattern, then the regression model does not meet the normality assumption.

Based on the normal probability plot graph as presented in the figure below:

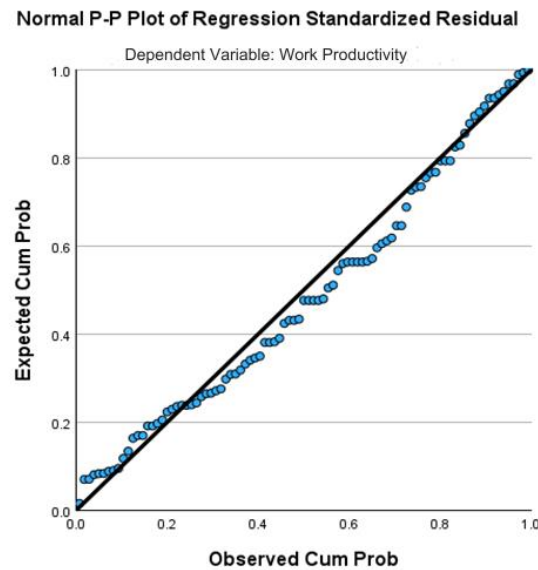


Figure 1. P-plot graph

Source: Appendix 5

Based on the P-plot graph in the image above which shows that the points are spread around the diagonal line, and their distribution follows the direction of the diagonal line. So that the regression model is worthy of further analysis.

Multicollinearity Test

Multicollinearity is a condition where there is a very high correlation between independent variables in the regression equation. Multicollinearity Test is needed to obtain the actual correlation, which is purely not influenced by other variables that may have an effect.

Table 9. Multicollinearity Test

Independent Variable	Tolerance	Vip	Description
Organizational culture	0.887	1.128	Non Multikolineritas
Spirit at work	0.842	1.188	Non Multikolineritas
Job satisfaction	0.918	1.090	Non Multikolineritas

Source: Appendix 5

Based on Table 4.9, from the results of the variance inflation factor (VIF) test on the spss output results, the coefficient table, each independent variable VIF <10,000, namely for the organizational culture variable 1.128, the work spirit variable 1.188, the job satisfaction variable 1.090, thus it can be concluded that there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression there is a lack of variance from the residual of another observation. In the heteroscedasticity test, the errors that occur are not random but show a systematic relationship according to the magnitude of one or more variables. The points formed must be spread randomly, spread both above and below zero on the Y axis. If this condition is met, there is no heteroscedasticity and the regression model is

suitable for use. The results of the heteroscedasticity test using the scatterplot graph are as follows:

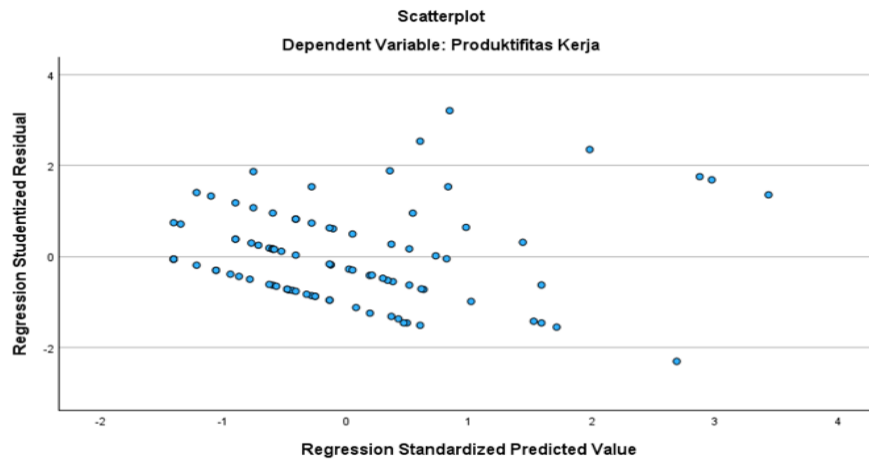


Figure 2. heteroscedasticity

Source: Appendix 5

Based on the figure, it can be seen that there is an indication of heteroscedasticity because there is a clear pattern and even though the points are spread above and below 0 on the y-axis. The basis for making this decision is: (a) If there is a certain pattern that forms a certain regular pattern, then heteroscedasticity occurs; (b) If there is no clear pattern and the points are spread out, then heteroscedasticity does not occur.

Multiple Linear Regression

Multiple linear equations to measure the influence of independent variables (organizational culture, work spirit, and job satisfaction) on the dependent variable (work productivity). In terms of testing the requirements of the basic classical regression analysis that has been carried out previously, which shows that the variables involved in it meet the qualifications of the classical requirements and assumptions. then this study continues by testing the significance of the regression model interpretation model. The results of the multiple linear regression analysis are in the following table:

Table 10. Multiple Linear Regression Recapitulation

Independent Variable	Dependent Variable	B (regression coefficient)	Beta	t Count	Sig t	Description
Constan = 6.737						
Organizational Culture	Work Productivity	0.167	0.188	2.060	0.042	Significant
Work Morale	Work Productivity	0.142	0.172	1.831	0.070	Not Significant
Job Satisfaction	Work Productivity	0.414	0.432	4.813	0.000	Significant
N = 93						
R = 0.584						
R Square = 0.341						
Adjusted R Square = 0.319						

Source: Appendix 5

Based on table 10, the data obtained from the regression coefficient above can be made into a regression equation, including: $Y = 3.332 + 0.463X_1 + 0.172 X_2 + 0.544X_3$

Where:

Y = Work Productivity

X1 = Organizational Culture

X2 = Work Spirit

X3 = Job Satisfaction

The interpretation of the equation is

$\beta_1 = 0.142$

The coefficient value of the organizational culture variable (X1) is positive and has a significant influence on the employee work productivity variable (Y). This can be seen from the value of the organizational culture coefficient (X1) of 0.142 and the significance shows a number that is smaller than $\alpha = 0.05$. This shows that the better the organizational culture, the more the employee work productivity of the Makassar City Ministry of Religion office will increase.

$\beta_2 = 0.172$

The coefficient value of the work spirit variable (X2) is positive, but does not have a significant effect on the work productivity variable (Y). This can be seen from the coefficient value of work spirit (X2) of 0.172 and a significance value greater than $\alpha = 0.05$. This shows that it is necessary to increase work spirit in increasing employee work productivity at the Makassar City Ministry of Religion office.

$\beta_3 = 0.414$

The coefficient value of the job satisfaction variable (X3) is positive and has a significant effect on the work productivity variable (Y). This can be seen from the coefficient value of job satisfaction (X3) of 0.414 and the significance shows a number smaller than $\alpha = 0.05$. This shows that the better the job satisfaction will increase the work productivity of employees at the Makassar City Ministry of Religion office.

F Test Significant with Sig <0.05, meaning the model built describes the conditions at the research site or the results of this study can be generalized to the office of the Ministry of Religion of Makassar City. The feasibility test of the model in multiple linear regression using SPSS software. The R Square value produces a value of 0.341, meaning the model built describes the conditions at the research site by 34.1% and the remaining 65.9% is the limitation of the research instrument in revealing facts or there are still things that researchers do not include as indicators of each research variable.

This discussion focuses on the decisions resulting from hypothesis testing, as an effort to answer the formulation of the research problem. The results of the analysis of the hypothesis testing are described as follows:

The Influence of Organizational Culture on Work Productivity

Hypothesis testing shows that Organizational Culture has a positive and significant effect on work productivity. This means that the better the organizational culture, the more work productivity will increase. This shows that employees of the Ministry of Religion of Makassar City have a high appreciation of teamwork and stability in action, but the value of teamwork is low in increasing employee work productivity.

This research is also in line with research conducted by Arsulawareni (2020) at the Office of Food Security, Agriculture and Fisheries of South Barito Regency, where the results of the study stated that organizational culture has a partial effect on employee performance. Likewise, research conducted by Risnawan (2018) at the Office of Public Works, Cleanliness and Spatial Planning of Ciamis Regency, where organizational culture has a direct effect on work productivity. Likewise, another study conducted by Cipta & Farida (2019) at the North Sumatra Provincial Transportation Office, where the results of the study showed that organizational culture influences the productivity of the State Civil Apparatus.

Organizational culture can influence employee work professionalism, because it creates interactions between employees based on the characteristics of organizational culture. This is in line with Robbins' statement (2012) that "Culture can be very stable over time, but culture is also never static and is influenced by 7 (seven) characteristics, namely Innovation, risk taking, Aggressiveness, Benefit orientation, People orientation and Teamwork orientation.

The facts of the research location show that employee performance lacks teamwork values. A culture that supports teamwork and collaboration can increase productivity. Teams that work well together can complete tasks more efficiently and effectively.

The Influence of Work Spirit on Work Productivity

The results of this study indicate that the influence of work spirit on employee work productivity has a positive but not significant effect on employee work productivity at the Makassar City Ministry of Religion Office. This shows that the work enthusiasm of the employees of the Makassar City Ministry of Religion office has a high desire to progress and pleasure in working, but the low concentration of employee work so that the productivity of employee work at the Makassar City Ministry of Religion office decreases.

This finding is in accordance with the results of research conducted by Ningsi & Prastiwi (2021) which shows that work enthusiasm has a positive but insignificant effect on employee work productivity.

The facts at the research site show that the concentration of employee work is decreasing, this shows that employees are burdened by too many tasks that must be completed at once so that employees are no longer concentrated on completing the tasks given.

The Effect of Job Satisfaction on Work Productivity

The results of this study indicate that job satisfaction has a positive and significant effect on work productivity. This shows that employees of the Makassar City Ministry of Religion office have good coworkers and salaries or incentives, but there are indicators of job satisfaction, namely work conditions that still need to be improved to increase employee work productivity at the Makassar City Ministry of Religion office.

Job satisfaction is one of the important factors that affect a person's life satisfaction, everyone who works expects satisfaction from their workplace. This study is in accordance with the opinion of Chang & Lee (2007) on the dimension of external satisfaction, workers show their own level of satisfaction with certain factors such as salary, promotion, admiration and assertiveness of superiors and interactions with colleagues increase based on tasks.

This study is also supported by research conducted by Susanti (2017) on employees at the Haji Adam Malik General Hospital, Medan, where job satisfaction has a partial effect on employee work productivity, and research conducted by Saputra & Akos (2020), on employees of the Regional Office of the Ministry of Religion of South Kalimantan Province, where job satisfaction partially affects work productivity but for this study the effect is not significant.

The facts at the research site show that the declining working conditions of employees are due to lack of attention to work policies and procedures, Efficient and clear work procedures help employees complete tasks faster and more accurately.

Conclusion

Based on the results of the research and discussion, it can be concluded that there is a positive and significant influence of organizational culture on employee work productivity at the Makassar City Ministry of Religious Affairs Office. This shows the t-value for the Organizational Culture variable of 2,060 and a significance value of 0.042 <0.05 so that the hypothesis is proven, where there is a significant influence of organizational culture on work productivity, and there is a positive but insignificant influence of work enthusiasm on employee work productivity at the Makassar City Ministry of Religious Affairs Office. This shows that the t-value of the Work Spirit variable is 1.831 and a significance value of 0.070 <0.05 so that the hypothesis is not proven, where there is no significant influence of the Work Spirit variable on Work Productivity.

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