

Analysis of Work Productivity Model and Organizational Performance of Organic Employees at Bank Indonesia Representative Offices Malang City

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Abstract

Background: Bank Indonesia is an independent state institution with the task of achieving and maintaining the stability of the rupiah. To achieve this, Bank Indonesia requires human resources that are more advanced and develop organic employees. Work productivity and effective organizational performance is a measure of organizational success, where organizational effectiveness has become a key word in an organization. The most important thing that must be considered is how to increase work productivity and organizational performance, among others through work discipline, organizational culture. Research objectives: To describe work discipline, organizational culture, work productivity and organizational performance of Bank Indonesia Malang City. Analyzing the influence of work discipline and organizational culture on the work productivity of Bank Indonesia Malang City. Analyzing the influence of work discipline and organizational culture on the organizational performance of Bank Indonesia Malang City. Analyzing the effect of work productivity on the organizational performance of Bank Indonesia in Malang City. Analyzing the influence of work discipline and organizational culture on organizational performance through the work productivity of Bank Indonesia Malang City.

Materials and Methods: The method in this study is quantitative descriptive, the population used is all organic employees of Bank Indonesia Malang City, amounting to 56 employees. The sampling technique used is purposive sampling and the data analysis technique used is the Structural Equation Model. A complete model basically consists of a Measurement Model and a Structural Model, as well as hypothesis testing with classical assumption tests and multiple linear regression.

Results: Work discipline has a significant positive effect on work productivity with the result that the P value is 0.046. Work discipline has a significant positive effect on organizational performance with the result that the P value is 0.041. Organizational culture has a significant positive effect on work productivity with the result that the P value is 0.002. Organizational culture has a significant positive effect on organizational performance with the result that the P value is 0.016. Work productivity has a significant positive effect on organizational performance with the result that the P value is 0.000. Multiple linear regression results: Work discipline has a significant effect on work productivity. Organizational culture has a significant influence on work productivity. Work discipline has a significant influence on organizational performance. Organizational culture has a significant influence on organizational performance. Work productivity has a significant effect on organizational performance.

Conclusion: Based on the results of the study, it can be concluded from the analysis of Path Coefficients P values that it is known that work discipline and organizational culture all have a significant effect on work productivity and organizational performance. In addition, work productivity has a significant effect on organizational performance. The results of multiple linear regression show that work discipline and organizational culture have a significant effect on work productivity and organizational performance, and work productivity has a significant effect on organizational performance.

Key Word: work discipline, organizational culture, work productivity, organizational performance

Date of Submission: 22-11-2022

Date of Acceptance: 06-12-2022

I. Introduction

Bank Indonesia is an independent state institution with the task of achieving and maintaining stability in the value of the rupiah. To achieve this, Bank Indonesia needs human resources that are more advanced and develop organic employees. Bank Indonesia Malang City is an institution that acts as a financial intermediary between parties who have funds and parties who need funds. Effective organizational performance is a measure of organizational success which is the key word in the organization and becomes

competitiveness in business competition.

Organizational performance is a description of the level of achievement of the implementation of tasks in an organization in realizing the goals, objectives, vision, and mission of the organization (Bastian, 2005:175). According to Sobandi (2006) organizational performance indicators: (1) Output is something that is expected to be directly achieved from an activity in the form of physical or non-physical; (2) Outcomes are measures of achievement or results that occur due to service delivery; (3) The relationship between business and achievement is a measure of efficiency that links business with service outputs; (4) Explanatory information is information that must be included in performance reporting which includes quantitative and narrative information.

Work productivity is a comparison between output and input, in the future the output must have added value and better processing techniques (Malayu Hasibuan, 2012: 94). According to Edy Sutrisno (2016:104) Work productivity indicators: (1) Ability; (2) Improving the results achieved; (3) work spirit; (4) Self-development; (5) Quality; (6) Efficiency.

Work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees (Sondang Siagian 2014:305). According to Edy Sutrisno (2016: 94) indicators of work discipline: obeying the rules of time, obeying company regulations, obeying the rules of behavior at work, obeying other regulations.

Organizational culture is a system of shared meaning held by members of an organization that distinguishes the organization from other organizations (Robbins & Judge, 2013). According to Edison (2016:131) Organizational culture indicators: self-awareness, aggressiveness, personality, performance, team orientation.

II. Material And Methods

Organizational Performance

Understanding Organizational Performance

According to Bastian (2005:175) organizational performance is a description of the level of achievement of the implementation of tasks in an organization in realizing the goals, objectives, vision, and mission of the organization.

Organizational Performance Indicators

According to Sobandi (2006) organizational performance indicators: (1) Output is something that is expected to be directly achieved from an activity in the form of physical or non-physical; (2) Outcomes are measures of achievement or results that occur due to service delivery; (3) The relationship between business and achievement is a measure of efficiency that links business with service outputs; (4) Explanatory information is information that must be included in performance reporting which includes quantitative and narrative information.

Work Productivity

Definition of Work Productivity

According to Malayu Hasibuan (2012: 94) Work productivity is the ratio between output and input, in the future the output must have added value and better processing techniques.

Work Productivity Indicator

According to Edy Sutrisno (2016:104) Work productivity indicators: (1) Ability; (2) Improving the results achieved; (3) work spirit; (4) Self-development; (5) Quality; (6) Efficiency.

Work Discipline

Definition of Work Discipline

Work discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees (Sondang Siagian, 2014: 305).

Work Discipline Indicator

According to Edy Sutrisno (2016: 94) indicators of work discipline: (1) Obey the rules of time; (2) Comply with company regulations; (3) Obey the rules of conduct at work; (4) Obey other regulations.

Organizational Culture Understanding Organizational Culture

According to Kontoghiorghes (2016) organizational culture is a pattern of basic assumptions that are found, created or developed by certain groups with the intention that organizations learn to overcome problems that arise due to external adaptation and internal integration that has been going well.

Organizational Culture Indicator

According to Edison (2016:131) organizational culture indicators are as follows: (1) Self-awareness. Employees consciously work to get satisfaction from their work, develop themselves, obey the rules and offer high quality products and services; (2) Aggressiveness. Employees set challenging but realistic goals. Employees establish work plans and strategies to achieve these goals; (3) Personality. Employees are respectful, friendly, open and

sensitive to group satisfaction and pay attention to aspects of customer satisfaction; (4) Performance. Employees have creativity, fulfill quantity, quality and efficiency; (5) Team orientation. Employees have good cooperation and effective communication and coordination with the active involvement of employees.

Research Hypotheses Development

The effect of work discipline on work productivity

The results of research by Reni Hindriari (2018); Nilawati Fiermaningsih (2019), that work discipline has a significant effect on work productivity.

H1: Work discipline has a significant effect on work productivity. The influence of organizational culture on work productivity

The results of research by Eka Nofriyanti, Agung Kuswantoro (2021), that organizational culture has a significant effect on work productivity.

H2: Organizational culture affects work productivity.

The effect of work discipline on organizational performance

The results of Lily Setyawati Kristianti's research (2021); Azhar Affandi (2021), that work discipline has a significant effect on organizational performance.

H3: Work discipline has a significant effect on organizational performance. The influence of organizational culture on organizational performance

Widhi Wicaksono's research results (2021); Herling (2021), that organizational culture has a significant effect on organizational performance.

H4: Organizational culture has a significant effect on organizational performance. The effect of work productivity on organizational performance

The results of Indra Syahputra's research (2019); Jufrizen (2019), that work productivity has a significant effect on organizational performance

H5: Work productivity has a significant effect on organizational performance.

Research Methods: The method in this research is descriptive quantitative. The population used were all organic employees of Bank Indonesia Malang City, which amounted to 56 employees. The sampling technique used is purposive sampling, which is a technique to determine the sample with certain considerations for front office employees and back office employees. The number of samples in this study, namely employees of Bank Indonesia Malang City amounted to 56 people.

The data collection technique in this study was that respondents were given a questionnaire to answer according to their perceived work discipline, organizational culture, work productivity and organizational performance. Data were collected using closed questions, namely questions used to obtain data in accordance with the indicators developed in the study.

The data analysis technique used in this study is the Structural Equation Model or structural equation model, which is to study the analysis of the influence of work discipline and organizational culture on work productivity on organizational performance of Bank Indonesia Malang City. Structural equation modeling or SEM is a set of statistical techniques that allows the simultaneous testing of a relatively complex set of relationships. A complete model basically consists of a measurement model and a structural model or causal model, as well as hypothesis testing with classical assumption tests and multiple linear regression.

III. Result

The measurement of the variables used in this study will be described as follows:

1) **Work Discipline Variable (X^1)**

Work discipline: a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees. The indicators of work discipline consist of: obeying the rules of time, obeying company regulations, obeying the rules of behavior at work, obeying other regulations.

2) **Organizational Culture Variable (X^2)**

Organizational culture: a pattern of basic assumptions found, created/developed by a certain group with the intention that the organization learns to overcome problems that arise as a result of external adaptation and internal integration that has been going well. Organizational culture indicators consist of: self-awareness, aggressiveness, personality, performance and orientation.

3) **Work Productivity Variable (Y^1)**

Work productivity: the ratio between output and input, in the future the output must have added value and better processing techniques. Work productivity indicators consist of: ability, improving the results achieved, morale, self-development, quality, efficiency.

4) **Organizational Performance Variable (Y^2)**

Organizational performance: formal performance, such as measuring the organization's ability to complete the struggle to become a target. Organizational performance indicators consist of: output (output) is something that is expected to be directly achieved from an activity in the form of physical or non-physical, results are measuring achievements or results that occur due to service delivery, business relationship with achievement is a measure of efficiency that links business with service outputs,

explanatory information is information that must be included in performance reporting that includes quantitative and narrative information.

Quantitative Descriptive Analysis

- 1) The work discipline variable has an average indicator score of 4.339, so it can be explained that work discipline is a good result.
- 2) The organizational culture variable has an average indicator score of 4.317, so it can be interpreted that organizational culture is a good result.
- 3) The work productivity variable has an average indicator score of 4.357, so it can be interpreted that work productivity is a good result.
- 4) The organizational performance variable has an average indicator score of 4.580, so it can be interpreted that organizational performance is a good result.

Test Measurement Model (Outer Model)

Table 1: Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	CompositeReliability	Average Variance Extracted (AVE)
Work Discipline	0,815	0,824	0,877	0,641
Organizational culture	0,853	0,875	0,893	0,628
Work productivity	0,587	0,592	0,732	0,320
Organizational Performance	0,791	0,791	0,863	0,614

Based on the results of construct reliability and validity, namely Cronbach's alpha, rho_A, composite reliability, average variance extracted (AVE), discriminant validity can be explained as follows:

- 1) The results of Cronbach's alpha are known to work discipline; 0.815, organizational culture; 0.853 and organizational performance; 0.791 declared reliable, while work productivity; 0.587 is declared quite reliable.
- 2) The results of rho_A are known to work discipline; 0.824, organizational culture; 0.875 and organizational performance; 0.791 declared reliable, while work productivity; 0.592 is said to be quite reliable.
- 3) The results of composite reliability are known to work discipline; 0.877, organizational culture; 0.893, work productivity; 0.732 and organizational performance; 0.863 of the composite reliability of all variables declared reliable.
- 4) The average variance extracted (AVE) results are known to work discipline; 0.641, organizational culture; 0.628 and organizational performance; 0.614 is declared good, while the work productivity variable; 0.320 is declared not good.

Table 2: Discriminant Validity

Variable	Organizational culture	Work Discipline	Organizational Performance	Work productivity
Organizational culture	0,792			
Work Discipline	0,463	0,801		
Organizational Performance	0,577	0,527	0,784	
Work productivity	0,482	0,432	0,690	0,566

- 5) The results of discriminant validity are known to the organizational culture; 0.792, work discipline; 0.801, organizational performance; 0.784, work productivity; 0.566, it is known that all variables are declared valid.

Constructing a Path Diagram

The structural equation model built in this study is:

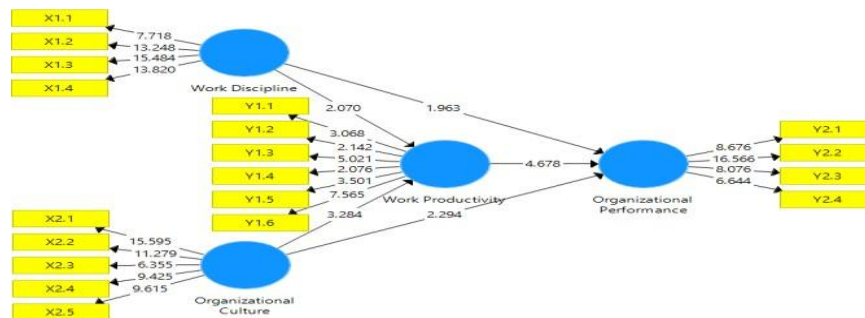


Figure 1: Structural Equation Model

Based on the results of the structural equation model, it is explained as follows:

- 1) The direct effect of work discipline on work productivity is proven to be significant.
- 2) The direct influence of organizational culture on work productivity is proven to be significant.
- 3) The direct effect of work discipline on organizational performance is proven to be significant.
- 4) The direct influence of organizational culture on organizational performance is proven to be significant.
- 5) The direct effect of work productivity on organizational performance is proven to be significant.
- 6) The indirect effect of work discipline and organizational culture on organizational performance through work productivity is proven to be significant.

Structural Model Test (Inner Model)

1) R-Square Test

Table 3: R-Square

Variable	R-Square	Adjusted R Square
Work productivity	0,288	0,261
Organizational Performance	0,583	0,559

Based on the results of the structural model, it is known that:

- a) The R Square value of 0.288 means that the influence of work discipline and organizational culture variables on work productivity. Able to explain the work productivity variable of 28.8% while the remaining 71.2% is explained by other variables not examined.
- b) The R Square value of 0.583 means that the influence of work discipline and organizational culture variables on organizational performance. Able to explain organizational performance variables of 58.3% while the remaining 41.7% is explained by other variables not examined.

2) Fit Model

Table 4: Fit Model

	Saturated Model	Estimated Model
SRMR	0,143	0,143
d_ULS	3,866	3,866
d_G	2,311	2,311
Chi-Square	508,266	508,266
NFI	0,393	0,393

Based on the results of the fit model, it can be explained as follows:

- a) Standardized Root Mean Square Residual (SRMR) from the results of the SRMR fit model is known to be 0.143 able to explain the model is considered suitable and assess the fit between the observed correlations.
- b) Normal Fit Index (NFI) from the results of the NFI fit model is known to be 0.393 able to explain the better or according to the model built.

3) Hypothesis test

Table 5: Path Coefficients (Bootstrapping)

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/ STDEV)	P Values
Work Discipline→Work Productivity	0,266	0,288	0,133	2,022	0,046
Work Discipline→ Organizational Performance	0,203	0,197	0,099	2,050	0,041
Organizational Culture→ Work Productivity	0,359	0,377	0,113	3,171	0,002
Organizational Culture→Organizational Performance	0,251	0,243	0,103	2,423	0,016
Work Productivity→Organizational Performance	0,481	0,492	0,095	5,052	0,000

Based on the results of the Path Coefficients P values analysis, it is known that:

- a) Work discipline has a significant positive effect on work productivity with the result that the Pvalue is 0.046.
- b) Work discipline has a significant positive effect on organizational performance with the resultthat the P value is 0.041.
- c) Organizational culture has a significant positive effect on work productivity with the resultthat the P value is 0.002.
- d) Organizational culture has a significant positive effect on organizational performance with theresult that the P value is 0.016.
- e) Work productivity has a significant positive effect on organizational performance with theresult that the P value is 0.000.

Classic assumption test

1) **Normality Test** Based on the research, the results of the normality test show that the data that has been collected is normally distributed, because the results of linear regression analysis with the P-P Plot graph on the residual error of the regression model show that the points are not far from the diagonal line, although away from it, they return to the diagonal line. So this shows that the multiple linear regression model has a normal distribution of work discipline and organizational culture on work productivity, work discipline and organizational culture on organizational performance, work productivity on organizational performance.

2) **Multicollinearity Test**
Based on the research, the results of the multicollinearity test show that the tolerance value is greater than 0.1 and the VIF value is less than 10, so it can be concluded that in this study there was no multicollinearity. This shows that the multiple linear regression model does not occur multicollinearity of work discipline and organizational culture on work productivity, work discipline and organizational culture on organizational performance, work productivity on organizational performance.

3) **Heteroscedasticity Test**
Based on the results of the heteroscedasticity test of scatterplots, it can be seen that the dots do not form a certain pattern, where the dots spread above and below the number 0. The results in this study show that there is no heteroscedasticity of work discipline and organizational culture on work productivity, work discipline and organizational culture on organizational performance, work productivity on organizational performance.

4) **Multiple Linear Regression Analysis**

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-,331	,596		-,555	,581		
Work Discipline	,265	,072	,274	3,707	,001	,194	5,143
Organizational Culture	,608	,063	,718	9,717	,000	,194	5,143

a. Dependent Variable: Work productivity

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-,279	,542		-,515	,609		
Work Discipline	-,286	,065	-,202	-4,388	,000	,194	5,143
Organizational Culture	1,442	,057	1,166	25,334	,000	,194	5,143

a. Dependent Variable: Organizational Performance

Table 8: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2,105	1,196		1,760	,084		
Work productivity	1,369	,069	,938	19,885	,000	1,000	1,000

a. Dependent Variable: Organizational Performance

Based on the results of multiple linear regression analysis as follows:

- Work discipline = 0.001 < significance level (α) 0.05, it can be concluded that there is a significant effect of work discipline on work productivity.
- Organizational culture = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant influence of organizational culture on work productivity.
- Work discipline = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant influence of work discipline on organizational performance.
- Organizational culture = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant influence of organizational culture on organizational performance.
- Work productivity = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant effect of work productivity on organizational performance.

5) Hypothesis Testing

Based on the results of hypothesis testing as follows:

a) Hypothesis Testing Results 1

Work discipline has a significance of 0.001, it can be concluded that there is a significant effect of work discipline on work productivity.

So: Work discipline has a significant effect on work productivity.

b) Hypothesis Testing Results 2

Organizational culture significance of 0.000, it can be concluded that there is a significant influence of organizational culture on work productivity is proven.

So: Organizational culture has a significant effect on work productivity.

c) Hypothesis Testing Results 3

Work discipline has a significance of 0.000, it can be concluded that there is a significant influence of work discipline on organizational performance.

So: Work discipline has a significant effect on organizational performance.

d) Hypothesis Testing Results 4

Organizational culture significance of 0.000, it can be concluded that there is a significant influence of organizational culture on organizational performance proven.

So: Organizational culture has a significant effect on organizational performance.

e) Hypothesis Testing Results 5

The significance of work productivity is 0.000, it can be concluded that there is a significant effect of work productivity on organizational performance.

So: Work productivity has a significant effect on organizational performance.

IV. Discussion

Work discipline and organizational culture on the work productivity of Bank Indonesia Malang City.

Work discipline has a significant effect on work productivity. Work discipline consisting of: Obedience to the rules of time; Comply with company regulations; Obey the rules of conduct at work; Obey other regulations. This means that the higher the work discipline possessed will lead to an increase in work productivity. The results of this study are supported by Reni Hindriari (2018); Nilawati Fiernaningsih (2019), stated that work discipline has a significant effect on work productivity.

Organizational culture has a significant effect on work productivity. Organizational culture consisting of: Self-awareness. Employees consciously work to get satisfaction from their work, develop themselves, obey the rules and offer high quality products and services; aggressiveness. Employees set challenging but realistic goals. Employees establish work plans and strategies to achieve these goals; Personality. Employees are respectful, friendly, open and sensitive to group satisfaction and pay attention to aspects of customer satisfaction; performance. Employees have creativity, fulfill quantity, quality and efficiency; Team orientation. Employees have good cooperation and effective communication and coordination with the active involvement of employees. This means that the better the organizational culture that is owned will lead to an increase in work productivity. The results of this study are supported by Eka Nofriyanti, Agung Kuswanto (2021), stating that organizational culture has a significant effect on work productivity.

Work discipline and organizational culture on the organizational performance of Bank Indonesia Malang City.

Work discipline has a significant effect on organizational performance. Work discipline consisting of: Obedience to the rules of time; Comply with company regulations; Obey the rules of conduct at work; Obey other regulations. This means that the higher the work discipline possessed will lead to an increase in organizational performance. The results of this study are supported by Lily Setyawati Kristianti (2021); Azhar Affandi (2021), states that work discipline has a significant effect on organizational performance.

Organizational culture has a significant effect on organizational performance. Organizational culture consisting of: Self-awareness. Employees consciously work to get satisfaction from their work, develop themselves, obey the rules and offer high quality products and services; aggressiveness. Employees set challenging but realistic goals. Employees establish work plans and strategies to achieve these goals; Personality. Employees are respectful, friendly, open and sensitive to group satisfaction and pay attention to aspects of customer satisfaction; performance. Employees have creativity, fulfill quantity, quality and efficiency; Team orientation. Employees have good cooperation and effective communication and coordination with the active involvement of employees. This means that the better the organizational culture that is owned will lead to an increase in organizational performance. The results of this study are supported by Widhi Wicaksono (2021); Herling (2021), states that organizational culture has a significant effect on organizational performance.

Work productivity on the organizational performance of Bank Indonesia Malang City.

Work productivity has a significant effect on organizational performance. Work productivity which consists of: Ability; Improve the results achieved; Spirit at work; Self-development; Quality; Efficiency. This means that increasing work productivity will lead to an increase in organizational performance. The results of this study are supported by Indra Syahputra (2019); Jufrizen (2019), states that work productivity has a significant effect on organizational performance.

Work discipline and organizational culture on organizational performance through the work productivity of Bank Indonesia Malang City.

Work discipline and organizational culture have a significant effect on organizational performance through the work productivity of Bank Indonesia Malang City. This means that work discipline (obedient to the rules of time, obeying company regulations, obeying the rules of behavior at work, obeying other regulations),

organizational culture (self-awareness, aggressiveness, personality, performance, team orientation), can improve organizational performance through work productivity, so that the company becomes more qualified and the target will be achieved which has been determined by Bank Indonesia Malang City.

V. Conclusion

Based on the results of the study, it can be concluded from the analysis of Path Coefficients P values that it is known that:

- 1) Work discipline has a significant positive effect on work productivity with the result that the P value is 0.046.
- 2) Work discipline has a significant positive effect on organizational performance with the result that the P value is 0.041.
- 3) Organizational culture has a significant positive effect on work productivity with the result that the P value is 0.002.
- 4) Organizational culture has a significant positive effect on organizational performance with the result that the P value is 0.016.
- 5) Work productivity has a significant positive effect on organizational performance with the result that the P value is 0.000.

Based on the results of research from multiple linear regression analysis as follows:

- 1) Work discipline = 0.001 < significance level (α) 0.05, it can be concluded that there is a significant effect of work discipline on work productivity.
- 2) Organizational culture = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant influence of organizational culture on work productivity.
- 3) Work discipline = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant effect of work discipline on organizational performance.
- 4) Organizational culture = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant influence of organizational culture on organizational performance.
- 5) Work productivity = 0.000 < significance level (α) 0.05, it can be concluded that there is a significant effect of work productivity on organizational performance.

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Muhammad Afif, et. al. "Analysis of Work Productivity Model and Organizational Performance of Organic Employees at Bank Indonesia Representative Offices Malang City." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(11), 2022, pp. 58-66.