

The Effect of Positive Work Attitudes and Organizational Culture on Employee Productive Behavior



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ABSTRACT: Employees within the Bawaslu or general election supervisory body in the regions, including West Nusa Tenggara, must work professionally and responsibly. For this reason, a positive work attitude is needed and can build productive work behavior as expected by related parties. In addition to work attitudes, support from the internal work environment is also needed, which is expected to accelerate the influence of work attitudes on forming productive work behavior. The associative method was chosen to examine the influence between the variables studied, involving all 79 Bawaslu employees on the island of Lombok. Multivariate regression analysis using organizational culture as a moderating variable. The results showed that Bawaslu employees could express only a portion of positive work attitudes. Each is a spirit of change and ethical insight that influences productive behavior. Meanwhile, after being strengthened by the work culture, employee expressions can only show a spirit of change and a spirit of confidence that has a strong influence. Thus, the challenge for related parties is encouraging Bawaslu employees to improve positive work attitudes to develop more meaningful, productive work behavior.

KEYWORDS: Work Attitude, Organizational Culture, Productive Behavior, Positiv Character

1. INTRODUCTION

The rapid development of technology, especially in today's bureaucratic environment, encourages agencies or organizations to optimize their resources to face various complex challenges. Responsibility for leadership is a challenge that every agency must face; where agencies must prepare a solid strategy to carry out the mandate of policymakers and stakeholders to provide excellent and targeted services to the public (R. K. & Raya, 2019), through the determination of a clear vision and mission and work more effectively, efficiently, and productively. Optimizing resources in facing these challenges requires a (Nguyen & Ngo, 2021) to carry out their duties. Labor is the main element of the organization, which is different from other elements such as capital, technology, and money. Humans themselves control the other elements (Bornstein, 2018). Humans as workers are a central factor in a company, agency, or institution (Zahirah, Sidek, Ahmad, & Fakhzan, 2014). Managing human resources is not easy in the current era of globalization. The role and importance of humans are that all the potential possessed by humans can be utilized to achieve success in achieving goals both personally and in the organization (Hoang & Ngoc, 2019).

To achieve organizational goals, the productive behavior of its employees is needed, of course, by carrying out the work culture in the institution or organization and its employees or existing workforce have a positive work attitude in supporting the work being done (Achim, Borlea, & Vaidean, 2021). The employees will produce or achieve the organization's goals with productive behavior and implementing a good work culture coupled with a positive work attitude (A A Bagis & Nasir, 2020).

Meanwhile, the work culture under Bawaslu is translated from work habits by upholding the spirit of solidity, integrity, mentality and professionalism in the Bawaslu internal environment. The work culture owned by Bawaslu is expected to be a characteristic that distinguishes Bawaslu institutions from others. The elements that form the Bawaslu work culture with the abbreviation SIM P can be interpreted as follows: Solidity means being able to work well, being able to build a strong foundation in carrying out and securing existing interests for the sake of upholding democracy. Integrity means the similarity of words and deeds or doing something according to what is said. Mentality means that a supervisor must be resistant to pressure from various parties, not give up easily, must be able to be in space and time, anytime and anywhere, never recede if faced with obstacles. Professionalism means that one must be able to carry out supervisory duties in accordance with applicable laws and regulations, provide complete information to all parties regarding duties and applicable rules, apply clear and measurable work mechanisms, understand laws and regulations and apply them properly and correctly. The resulting study indicated that organizational culture positively influences organizational effectiveness (Naveed, Alhaidan, Halbusi, & Al-Swidi, 2022).

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2. LITERATURE REVIEW

By the research model, the variables studied include productive behavior built through a positive work attitude and accelerated by the work culture within the Bawaslu organization environment.

2.1 Positive attitude and productive behavior

A theory of behavior explains that a person's attitude and environment can influence people's behavior ([Abdul Azis Bagis, 2022](#)). Attitudes are interpreted as cognitive, affective, and conative factors that employees readily express in developing the productive work behavior assigned to them. Because work culture is also a work environment experienced psycho-socially by members of the organization, the relationship between attitudes and behavior can be strengthened or weakened by environmental factors shared by these employees. Furthermore, in this study, the human potential was selected as a positive characteristic of employees that can be actualized and accelerated with the "Bawaslu" organizational work culture to build productive behavior ([Human Development Report Office, 2016](#)). The study of attitudes is comprehensive and varied. In this study, the definition of a positive attitude was chosen, which includes six dimensions: the spirit of change, self-efficacy, work ethos, the spirit of cooperation, aspirational insight, and ethical insight ([Abdul Aziz Bagis, 2018](#)). The six dimensions of these attitudes will be able to prove their role in building productive behavior, both practical and efficient behavior in these employees in Bawaslu context. The spirit of change shows a person's willingness to follow the changing direction of the world of work ([Binti Mokhtar, Haji Ahmad Shah & Bin Zainuddin, 2016](#)). The self-efficacy reflects the employee's confidence in the competencies that have been possessed so far. The work ethos shows awareness to be ready to work hard as expected. The spirit of cooperation shows the willingness of employees to work together openly ([Jan, Rohaida, & Zainal, 2020](#)). Aspirational insight means strong ideals that reflect a sense of pride as a member of the organization, and ethical insight means strong aspirations and moral values according to organizational values. Based on the attitude concept, the first hypothesis can be made:

H1. The spirit of change can build productive employee behavior.

H2. Self-efficacy can create productive employee behavior.

H3. The work ethos can create productive employee behavior.

H5. Aspirational insight can create productive employee behavior.

H6. Ethical insight can create productive employee behavior.

2.2 Organizational Culture of Bawaslu

The notion of culture is defined as thoughts and customs which have developed and become a habit that is difficult to change. In everyday use, people usually synonymize the notion of culture with tradition. Bawaslu is a formal organization that is a forum for member communities to supervise the implementation of general elections professionally and responsibly ([Djuyandi & Hidayat, 2019](#)). For this reason, a conducive work culture, known and abbreviated as SIM P, is built: solidity, integrity, mentality, and professionalism. It is assumed that these points of work culture have become the hallmark of the Bawaslu organization as well as experienced by its members. Kurt Lewin explained that behavior is a function of attitude and environment ([Mestry, 2017](#)). Attitudes are personal, while the work environment, including organizational work culture, is a condition experienced by members and is impersonal. In this study, the Bawaslu work culture variable is positioned as a moderating variable. Assuming that the Bawaslu work culture is seen as conducive and experienced by employees, then the acceleration of work culture variables can strengthen the effect of positive work attitudes on productive employee behaviour. Thus the hypothesis can be made as follows:

H7. The conduciveness of Bawaslu's work culture can strengthen the influence of the spirit of change on productive employee behaviour.

H8. The conduciveness of Bawaslu's work culture can strengthen the influence of the self-efficacy on the productive behaviour of employees.

H9. The conduciveness of Bawaslu's work culture can strengthen the influence of the work ethos on the productive behaviour of employees.

H10. The conduciveness of Bawaslu's work culture can strengthen the influence of the spirit of cooperation on productive employee behaviour.

H11. The conduciveness of Bawaslu's work culture can strengthen the influence of aspiration insights on the productive behaviour of employees.

H12. The conduciveness of Bawaslu's work culture can strengthen the influence of ethical insights on the productive behaviour of employees.

3. METHODOLOGY

This study focuses on models of productive behavior with Bawaslu employment as the unit of analysis. The object of observation consisted of 79 employees who had worked for more than three months. This research was conducted using an associative method by studying primary variables which are thought to be able to build productive behavior of Bawaslu organizational members. Employee respondents are assumed to be able to share their perceptions about the problems of work attitudes, productive work

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behavior, and organizational work culture. Employees are also considered capable of expressing their perceptual attitudes correctly and objectively. The research was conducted at the Bawaslu office on the island of Lombok in West Nusa Tenggara. The educated population consists of 79 employees. The authors chose the multiple moderation regression analysis method to examine the relationship between the variables studied.

The object of research measurement is the attitude and behavior of Bawaslu employees and their agreement with the Bawaslu work culture they experience in their respective work environments or daily work processes. Attitude measurement is carried out based on the verbal expressions of employees by choosing the statement that best fits their perceptions and feelings. The measurement technique used in this study is the application of a Likert scale with an interval measurement scale. The measurement was carried out by observing the characteristics of the respondent's data that met the interval data processing requirements. Furthermore, content validation is carried out contextually, and construct validation is carried out through factor analysis with certain loading factors (Sekaran & Bougie, 2016).

Based on the initial concept and the support of experts, a hypothetical model was built which describes six main variables (*independent variables*), including positive work attitudes that are integrated into human potential predicted to build productive work behavior (*dependent variables*) and Bawaslu culture (*moderating variables*). Furthermore, it is strengthened by other moderating variables, namely the values of the Bawaslu work culture. The basic model of productive employee behavior can be described in the model diagram as follows:

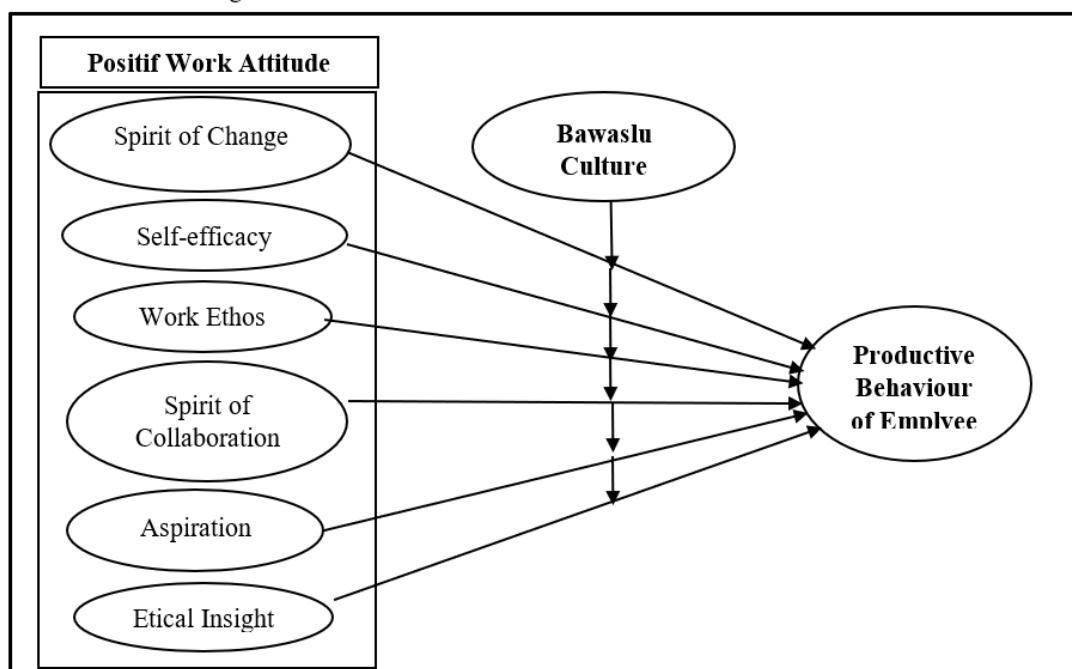


Figure 1. Model of Productive Behaviour of Employee

The objectives of this research include: simultaneously developing productive behaviour of Bawaslu Employee in Lombok based on human potential (*positive characteristics*) and bawaslu culture known as the acronym SIM P namely (*solidity, integrity, mentality and professionalism*) (Rusliana, 2022). Student attitude reflects an expression of intention to become a real entrepreneur. An intention to behave as a employee may be built by first evoking maximum volition to do work by supporting organizational culture, both physically (*means and infrastructure*) or non-physically (*psycho-social*). The human potential concept conceptualised Bawaslu employee attitude as spirit strength to build productive behaviour. In addition, this research also aims to create an understanding (*to know*) of contextual work attitudes and to develop the ability to carry out (*to do*) professional as well as ethical work in Indonesia.

4. FINDING AND DISCUSSION

The author discusses the importance of the productive behavior of employees in the Bawaslu organizational environment throughout Lombok Island. The challenge to prepare productive Bawaslu employees lately demands the need for encouragement and insight that reflects the positive and high characteristics of Bawaslu employees (Budaya et al., 2021). The results of research on various valid and reliable manifest variables are used as the basis for multiple regression which includes independent, dependent, and moderating variables. Based on the results of the study, it was shown that of the 6 independent variables of human potential that showed a positive work attitude, only two variables were proven to be conclusively capable of building the productive behavior of Bawaslu employees. Each employee's spirit of change and ethical insight. Meanwhile, after being supported by the Bawaslu work culture, the role of the spirit of change and employee self-efficacy has proven to be able to build the productive behavior of Bawaslu

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employees throughout the island of Lombok. With the backward elimination method, the regression in the final model shows the following:

Table 1. Coefficients^a

Independent Variable	B	Beta	T	Significance
Model 9. (Constant)	.47		6.354	***
Spirit of Change	.11	.550	4.661	***
Ethical Insight	.07	.248	3.316	***
Spirit of Change and Bawaslu Culture	.09	.802	5.190	**
Self-Efficacy and Bawaslu Culture	.09	.213	2.060	**

a. Dependent Variable: Y

Table 1. Multiple Regression Model

Significance level: * significance with $p < 0.10$

** significance with $p < 0.05$

*** significance with $p < 0.01$

Tabel 2. Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.856 ^a	.733	.686	.29736
2	.856 ^b	.733	.691	.29524
3	.856 ^c	.732	.694	.29378
4	.855 ^d	.731	.697	.29202
5	.855 ^e	.731	.701	.29041
6	.854 ^f	.729	.703	.28947
7	.849 ^g	.721	.698	.29178
8	.847 ^h	.717	.698	.29162
9	.847 ⁱ	.717	.702	.28980

However, the R square of the Bawaslu employee's productive behavior model yields a magnitude of .717 which means that the model is sufficiently capable of explaining the phenomenon of the relationship between work attitudes, Bawaslu work culture and employee productive behavior. While 29.83% could not be explained because it was outside the model.

The author discusses the productive behavior of Bawaslu employees, related to work enthusiasm and work insights that reflect positive work attitudes and challenges to accelerating the Bawaslu work culture throughout the island of Lombok. The results of the employee potential human factor analysis with six main characteristics, are intended to represent the virtues of a positive and complete work attitude. The six elements of attitude are thought to be the characteristic strength of employees who are able to build their productive behavior, especially if it is reinforced by a conducive work culture. It is a pity that Bawaslu employees have not been able to express the other three elements of human potential, including the spirit of hard work, the spirit of cooperation and aspirational insight.

Thus the hypothesis is proven significantly, respectively H1; H6; H7 and H8 with the meaning that Bawaslu employees are seen as ready to make changes and have ethical insights and with the support of the Bawaslu work culture are able to raise the spirit of confidence in employees in order to build productive behavior of Bawaslu employees throughout Lombok. The study's result on various valid and reliable manifest variables serves as the basis for multiple regression that includes independent, dependent and moderate variables. With the backward elimination method, the regression in the final model shows the following:

5. CONCLUSION

The results of this study indicate the role of positive work attitudes and support for organizational work culture in building productive behavior of the election supervisory board (Bawaslu) employees. A positive work attitude reflects the actualization of human potential which is able to be expressed by employees. Based on research findings, the positive work attitude that was successfully expressed included a spirit of change, self-efficacy and ethical insight. Meanwhile, the work ethos, the spirit of cooperation and

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aspirational insights have not been able to be expressed by Bawaslu employees in building productive behavior. The support of the Bawaslu work culture is only able to provide limited acceleration, namely the role of the spirit of change and the self-efficacy. This shows the challenges of related parties, especially the Bawaslu leaders, to maximize the actualization of the human potential of employees. Likewise with the support of the Bawaslu work culture which apparently still needs to be internalized as a more conducive habitat for the growth and development of the human potential of employees in building productive work behavior efficiently and effectively. Recognizing the strategic role of Bawaslu as an organization that oversees the process of organizing elections that are democratic and responsible, the productive work behaviour of employees needs to be built based on a positive work attitude that reflects the high enthusiasm and insight of the employees. By fostering the productive behavior of Bawaslu employees on Lombok Island it will be easier to produce the expected performance, as is most evident in the performance of Bawaslu employees in other provinces in Indonesia ([Cantika Diyah Ayu Puspitasari1](#)), [Sudarwati2](#)), 2021).

6. RECOMMENDATION

Based on the results of the review of the productive behavior of Bawaslu employees above, it can be recommended to continue actualizing the attitudes of employees in a more optimal and comprehensive manner so that they are able to develop productive behavior that reflects the job performance of Bawaslu employees. For this reason, employees need to be given a deep understanding and awareness of human potential that reflects positive character, on an ongoing basis. In addition, attention must be paid to the internalization of the elements forming the Bawaslu work culture, which includes a culture of solidity, integrity, mentality and professionalism. To support the acceleration of the will and ability of employees in building job performance that is in line with or even above expectations (beyond expectations), it is necessary to strengthen the elements forming the Bawaslu work culture in the Bawaslu internal work environment in a meaningful way.

It is time for the attention of the relevant parties to strive to maximize the enthusiasm and work insight of Bawaslu employees, and by strengthening the role of the Bawaslu work culture. Bawaslu leaders need to choose to develop the human potential of employees in a complete and sustainable manner. This move is in line with increasing awareness of the responsibilities of Indonesian employees today. Based on the results of the study of productive behavior capital above, it can be recommended to build a positive attitude of employees through the stimulation of more meaningful values. Bawaslu employees need to be given a deep understanding of the values of virtue and positive character, especially the meaning of work for themselves and the people of Indonesia on an ongoing basis.

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