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The Direct Influence of Organizational Culture on Employee Work Productivity at the Office of the Ministry of Religious Affairs, West Sumatra Province

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Abstract

This study aims to examine the direct influence of organizational culture on employee productivity at the Ministry of Religious Affairs in West Sumatra. The research employs a descriptive quantitative method, with the sample determined using stratified proportional random sampling based on the Slovin formula, resulting in 382 employees from the West Sumatra Provincial Office of the Ministry of Religious Affairs as the sample. The research instrument utilizes a Likert-scale questionnaire, which was tested for validity and reliability prior to use as a data collection tool for respondents. The pilot testing was conducted at the Ministry of Religious Affairs in Payakumbuh City, which was not included as part of the study sample. Validity testing included: (1) content validity, (2) construct validity through variable grid formulation, and (3) expert validity via expert judgment from two specialists. Data analysis employed inferential statistical analysis using Structural Equation Modeling (SEM) with IBM SPSS AMOS 26 software. The findings indicate a direct relationship between organizational culture (X1) and employee productivity (Y), evidenced by a path coefficient value of 0.230 and a critical ratio of 2.746. These values exceed the t-table value of 1.96, with a significance level of 0.006 ($p < 0.05$). Consequently, the alternative hypothesis (Ha) is accepted, while the null hypothesis (Ho) is rejected. The conclusion derived from the study is that organizational culture has a positive, direct, and significant influence on employee productivity at the Provincial Office of the Ministry of Religious Affairs in West Sumatra.

Keywords: *Organizational Culture, Work Productivity.*

Introduction

Employees represent a critical human resource occupying strategic positions within an organization, including governmental institutions. The connection between employees and organizations is deeply intertwined, as employees are essential to achieving organizational goals. Without them, an organization cannot realize its objectives. Employees significantly influence the progress or stagnation of an organization, necessitating collaborative efforts between employees and organizations to achieve desired outcomes through work productivity (Parengkuan, 2019).

The productivity of employees plays a pivotal role in organizational success. Studies have revealed that employee productivity directly impacts performance (Tamimi et al., 2022). Higher productivity correlates with improved performance, while lower productivity results in suboptimal outcomes. Furthermore, employee productivity also affects organizational effectiveness (Wahyutomo & Zikri, 2024). Organizations with highly productive employees tend to be more effective, and the converse is equally true.

Work productivity can be defined as the ratio between the results achieved by an employee and the resources utilized (Busro, 2018); (Hasibuan, 2010); (Triton, 2007). An individual is considered productive if their output is proportional to or exceeds the resources expended. In other words, an employee is deemed productive when they deliver goods or services as expected within a precise or shortened timeframe. Increased work productivity is achieved by improving efficiency (time-material-effort), work systems, production techniques, and enhancing employee skills (Jariya et al., 2023). High employee productivity enables governmental institutions to grow and develop sustainably. Thus, productivity is

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closely linked to organizational effectiveness and efficiency and serves as a key measure of these attributes.

Despite its importance, research indicates that employee productivity often falls short of expectations. According to the Asian Productivity Organization (APO) in 2020, Indonesia's labor productivity ranked fifth in ASEAN, below Singapore, Brunei Darussalam, Malaysia, and Thailand (Muhammad Ibnu et al., 2024). Similarly, productivity among employees in government institutions, particularly within the Ministry of Religious Affairs, is considered low. Data from the Ministry of Religious Affairs (2022) indicates that employee productivity in 2021 was below target due to the suspension of Hajj pilgrimage services for Indonesian pilgrims as a result of the COVID-19 pandemic. Consequently, the Hajj Service Satisfaction Index target of 85.96 for 2021 was not achieved.

Findings from various studies (Saputra & Akos, 2020) show that employee productivity in the district and municipal offices of the Ministry of Religious Affairs remains relatively low. This underlines the critical need for initiatives aimed at enhancing productivity within these institutions to meet organizational objectives effectively.

An Empirical Analysis of Organizational Culture and Work Productivity in the West Sumatra Provincial Office of the Ministry of Religious Affairs. The work productivity of employees at the West Sumatra Provincial Office of the Ministry of Religious Affairs, as reported by previous research, has yet to meet expected standards. Preliminary observations at the office revealed several phenomena indicative of low employee productivity. These include procrastination, completing tasks merely to meet deadlines, frequent absences from the workplace during office hours, recurrent errors in work execution, reliance on stagnant work methods from year to year, tardiness, high absenteeism, complaints about work and working conditions, inadequate supervisory practices by superiors, an unproductive work climate, and reluctance to work without direct orders.

Such conditions are concerning, especially given the strategic role of the Ministry of Religious Affairs in state administration. As the primary institution overseeing government affairs in religion and education across all levels, the Ministry holds a pivotal role in supporting the president in managing state governance. Thus, these issues demand urgent attention to ensure the Ministry fulfills its functions and roles effectively. To address these challenges, further research is necessary to investigate the work productivity of employees at the West Sumatra Provincial Office of the Ministry of Religious Affairs. Identifying the factors influencing productivity will facilitate the development of effective strategies to enhance employee performance.

Numerous factors influence employee productivity. According to Colquitt et al. (2015), productivity is affected by external factors such as leadership style, organizational climate, organizational culture, group processes, incentives, and group characteristics (Colquitt et al., 2021). Internal factors include job satisfaction, stress, motivation, personal values, abilities, and creativity. Organizational culture significantly influences employee productivity, serving as a benchmark for improving productivity and fostering competitive advantage in delivering high-quality work (Joben, 2023) (Sindy et al., 2022). Organizational culture represents a shared perception among members of an organization, embodying a system of collective meaning (Wibowo, 2017). A strong organizational culture supports the achievement of organizational goals, fostering success. Conversely, a weak or negative organizational culture can impede organizational objectives (Armansyah & Eddy Kusponco, 2022). A robust organizational culture fosters a sense of belonging, ultimately enhancing employee productivity.

Empirical evidence supports the influence of organizational culture on work productivity. Studies demonstrate that organizational culture positively impacts employee productivity (Abane et al., 2022). These findings underscore the critical role of organizational culture in driving employee productivity. However, preliminary observations at the West Sumatra Provincial Office of the Ministry of Religious Affairs suggest that a strong organizational culture has not been fully instilled among employees, warranting further investigation.

While the relationship between organizational culture and work productivity has been examined in part,

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few studies have explored these variables simultaneously. Moreover, research on this relationship within the field of educational administration remains limited. Considering the productivity challenges faced by employees at the West Sumatra Provincial Office of the Ministry of Religious Affairs and the need to empirically validate the influence of organizational culture on productivity, this study aims to address these gaps and provide actionable insights.

Literature Review

Organizational culture is a shared perception among members of an organization, representing a system of collective meaning. It reflects how employees perceive and interpret the characteristics of an organizational culture, which can influence work creativity in various ways. A strong, positive organizational culture that aligns with the organization's values and goals can significantly enhance employee productivity.

Organizational culture is defined as a set of assumptions or a system of beliefs, values, and norms developed within an organization, serving as behavioral guidelines for its members in addressing external and internal adaptation challenges (Mangkunegara, 2018). This framework of values and norms regulates the behavior of organizational members and has a profound impact on work creativity. An organizational culture that appreciates creativity can act as a catalyst for employees' creative growth and organizational innovation. When an organizational culture emphasizes values such as openness, collaboration, and recognition of creative achievements, it not only enhances employee productivity but also fosters innovation.

Organizational culture encompasses shared beliefs, attitudes, and values that emerge within an organization. Simply put, it is "the way we do things here" (Sedarmayanti, 2009). This culture serves as a guide for employee behavior within the organization and significantly impacts work creativity and productivity. Organizations that reinforce innovation and openness to change tend to inspire employees to contribute new ideas that improve efficiency and effectiveness. An organizational culture that promotes work creativity directly influences productivity by making employees feel supported and valued in pursuing the organization’s shared goals.

Organizational culture can also be defined as a set of long-standing systems of values, beliefs, assumptions, or norms agreed upon and adhered to by organizational members as a guide for behavior and problem-solving (Darodjat, 2015). This system of values, beliefs, and norms adopted by members serves as a behavioral guide, influencing creativity and productivity. When employees feel supported and appreciated within an organization that fosters creativity, they are more motivated to work efficiently and effectively. Consequently, their productivity increases. An organizational culture that strengthens work creativity is essential for achieving higher levels of employee productivity.

The seven indicators of organizational culture (Decenzo, D.A; Robbins, S, 2013) are as follows: 1) Innovation and Risk Taking. The first indicator is innovation and the courage to take risks. This reflects a situation where employees are encouraged to be innovative and take risks. 2) Attention to Detail. The second indicator is attention to detail. Attention to detail reflects an employee's expectation to exhibit finesse, analysis and attention to detail. 3) Become results oriented. The next indicator is outcome-oriented. This reflects where management focuses on results versus attention to the processes used to achieve those results. (4) People Orientation. (See also the box "How to Be a Good Teacher".) The next indicator is people-oriented. The human-oriented view holds that decisions made by management take into account the effects on employees. 5) Orientation to the team. The next indicator is group-oriented. Group-oriented views that the extent to which group work is more emphasized than individual work. 6) Aggressiveness. (Laughter) It's not like that. The sixth indicator is aggressiveness. Aggressiveness reflects the extent to which an employee behaves aggressively and competitively compared to behaving calmly. 7) Stability. (Laughter and applause) The last indicator is stability. Stability reflects how organizations emphasize status as a contrast to growth.

Organizational culture indicators are as follows: innovative, taking risks, results-oriented, oriented to all employee interests and task-oriented (Sulaksono, 2015). 1) Innovative, taking risks can be seen when creating new ideas for the success of the organization and daring to take risks in developing new ideas for the organization. 2) Results-oriented can be seen when setting targets to be achieved by the organization and when assessing the results of work that has been carried out. 3) Oriented to all employee interests can be seen as meeting the needs to carry

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out and do work and supporting employee achievement. 4) Detail-oriented to tasks can be seen as being careful in carrying out tasks and the accuracy of work results.

In an organization, employee work productivity is very crucial. This is because productivity is the key to realizing organizational goals. According to (Agung, 2018) productivity includes a patriotic mental attitude that looks at the future optimistically rooted in self-confidence that life today is better than yesterday and tomorrow is better than today. This attitude will encourage the creation of effective and productive work, which is very important to increase work productivity. According to Schermerharn in (Busro, 2018), productivity is defined as the result of measuring performance by taking into account the resources used, including human resources. Work productivity reflects success or failure in achieving efficiency and effectiveness of performance related to the use of resources. Work productivity can occur at the individual, group and organizational levels. Employees as human resources in the work environment are very important resources and must be considered.

Work productivity is a person's ability to use their strengths and realize all their potential as it is (Sedarmayanti, 2009). Using abilities or realizing all potentials in order to realize creativity. Work productivity is not merely shown to get as much work as possible, but the quality of performance is also important to consider. The extent to which a worker can achieve satisfactory results in work depends on their abilities and skills. Each type of work requires certain knowledge, skills, and abilities so that the work can be carried out properly.

Work productivity is part of performance in terms of results. Indicators used in measuring work productivity include quantity of work, quality of work and punctuality (Simarmata, 2014).

1) Quantity of work. The first indicator of work productivity is quantity of work. Quantity of work reflects a result achieved by employees in a certain amount with a comparison of existing standards or those set by the organization.

2) Quality of work. The second indicator of work productivity is quality of work. Quality of work reflects a standard of results related to the quality of a product produced by employees. This can be seen as an employee's ability to complete work technically by comparing it to the standards set by the organization.

3) Punctuality. The last indicator of work productivity is punctuality. Punctuality reflects the level of an activity completed at the beginning of the specified time, seen from a coordination perspective.

There are two very important aspects of work productivity, namely efficiency and effectiveness (Hasibuan, 2010). Efficiency reflects a measure in comparing the use of planned input with the actual input implemented. If the actual input used is more savings, the level of efficiency is higher. Effectiveness reflects a measure that provides an overview of how far the target can be achieved, both in terms of quality and time. If the percentage of the target that can be achieved is greater, the level of effectiveness is higher and if the percentage of the target is smaller, the effectiveness is lower.

Indicators of productivity include 1) ability, 2) improving the results achieved, 3) work spirit, 4) self-development, 5) quality and 6) efficiency. The first indicator of productivity is having the ability to carry out tasks. An employee's ability is highly dependent on the skills they have and their professionalism in working. This provides the power to complete the tasks assigned to them. The second indicator of productivity is trying to improve the results achieved. Results are one that can be felt by both those who do it and those who enjoy the results of the work. Work spirit This is an effort to be better than yesterday. Self-development can be done by looking at the challenges and expectations with what is faced. Another indicator of productivity measurement is quality. Quality is seen as the result of work that can show the quality of an employee's work. The last indicator of productivity measurement is efficiency. Efficiency reflects a comparison between the results achieved and the total resources used.

In this study, researchers refer to previous studies that are relevant to the research that will be carried out at this time. The following are some relevant research results that are used as review materials for researchers. Research (Muchdarsyah Sinungan, 2008) found that there is an influence of organizational culture on employee productivity at SMTA. The vision and mission of the organization to a large extent do affect employee

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productivity. Research (Nabila et al., 2024) found that there is an influence of organizational culture on employee productivity at PT Berdikari Pondasi Utama in West Jakarta. The results of the study (Mulyani & Utami, 2021) concluded that organizational culture has an effect on employee productivity.

Research (Saputra & Akos, 2020) found that 1) work culture has a significant effect on employee work productivity. 2) There is a significant influence between job satisfaction and work productivity. Research (Ramli et al., 2022) shows that simultaneously work ethic, work environment and organizational culture have a significant effect on work productivity, partially the work environment and organizational culture have a positive and significant effect on work productivity, while work ethic does not have a significant effect on work productivity.

Research (Nofita Sari & Syarif Hidayatullah Elmas, 2024) shows that organizational culture has a significant positive effect on employee work productivity, which means that if the organizational culture is good, employee work productivity will be good, and vice versa. Thus, a good organizational culture will increase employee work productivity. Research (Megawanti, 2014) shows that there is a significant positive effect of organizational culture (X) on work productivity (Y) of employees at the Tirta Kencana Regional Drinking Water Company (PDAM) in Samarinda City. Research (Almaamari & Alaswad, 2021) found that organizational culture, found that conflict, solidarity, creativity, and clarity of goals are the strongest factors influencing productivity.

Research Methodology

This study uses a quantitative approach by taking the population from all employees of the Ministry of Religious Affairs of West Sumatra. The sample uses the stratified proportional random sampling technique with the Slovin formula so that the sample calculation is 382 employees of the Ministry of Religious Affairs Office of West Sumatra Province. The research instrument uses a Likert scale model questionnaire, then the instrument is tested to test the validity and reliability before being used as a data collection tool on respondents. The trial was conducted at the Ministry of Religious Affairs of Payakumbuh City which was not a sample in this study. Validity tests include: (1) content validity, (2) grids (construct validity) in the form of compiling grid variables, (3) experts (expert validity) through expert assessment (judgment experts), namely two experts. The analysis refers to the formula developed by Robert Gregory (in Psychological Testing: History, Principles, and Application, 2000). The analysis technique uses inferential statistical analysis with structural equation modeling (SEM) through IBM SPSS AMOS 26 software (Yusuf, 2014).

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Result and Discussion

Measurement Model Analysis of Organizational Culture

Confirmatory factor analysis (CFA) of organizational culture variables can be seen in Figure 1 below.

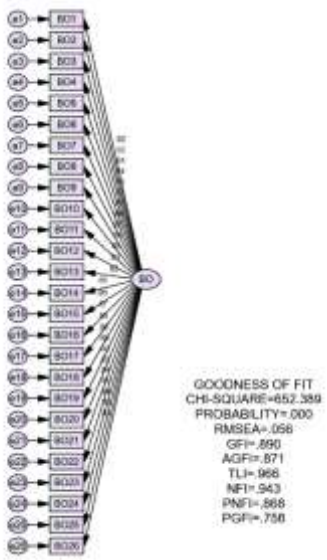

Figure 1. Organizational Culture Variable Measurement Model

The results of the initial measurement model estimation on the organizational culture variable can be seen in Figure 1 using the maximum likelihood estimation method produced by IBM SPSS AMOS ver. 26 are shown in Table 1. Almost all goodness of fit criteria provides a suitability index that exceeds the recommended limit, except for chi-square and probability. However, the CMIN/DF, GFI and AGFI criteria are almost close to the recommended minimum limit, so it can be said that the CMIN/DF, GFI and AGFI values are included in the fit model category. Based on the principle of parsimony, if one or two fit model criteria have been met, the model has been declared fit. From the suitability index, it can be concluded that the measurement model on the proposed organizational culture construct is fit or has good suitability because there are 5 goodness of fit criteria that are met so that there is no need for elimination of indicators for each variable.

Table 1: Goodness of Fit Index at the Measurement Stage of Organizational Culture Variables

Goodness of Fit	***Cut-Off Value***	**Model Result**	**Information**
Chi-Square	Lebih Kecil	652.389	Not Fit
Probability	≥0.05	0.000	Not Fit
CMIN/DF	≤2,00	2.824	Fit
RMSEA	≤0.08	0.056	Fit
GFI	≥0,90	0.890	Fit
AGFI	≥0,91	0.891	Fit
TLI	≥0,90	0.966	Fit
NFI	≥0,90	0.943	Fit
PNFI	0,60-0.90	0.868	Fit
PGFI	>0,00	0.758	Fit

Source: Primary Data (2024)

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To ensure that the indicators have met the construct validity test, it can be seen from Table 1 which shows that all indicators are good in each organizational culture variable and have a critical ratio (C.R.) value that is greater than 2 times the standard error value (S.E.) and the probability of each indicator is less than 0.05. This can be ascertained that all indicators in each variable have met the construct validity requirements.

Table 2. Results of Organizational Culture Construct Validity Test

Manifes Variabel		Laten Variabel	Estimate	S.E.	C.R.	P
BO1	<---	BO	1.007	0.051	19.83	***
BO2	<---	BO	1			
BO3	<---	BO	1.047	0.051	20.69	***
BO4	<---	BO	1.048	0.051	20.36	***
BO5	<---	BO	1.05	0.05	20.97	***
BO6	<---	BO	1.07	0.05	21.6	***
BO7	<---	BO	1.075	0.049	21.92	***
BO8	<---	BO	1.061	0.05	21.36	***
BO9	<---	BO	1.052	0.05	20.93	***
BO10	<---	BO	1.051	0.05	21.03	***
BO11	<---	BO	1.036	0.05	20.9	***
BO12	<---	BO	1.023	0.051	20.13	***
BO13	<---	BO	0.996	0.05	19.82	***
BO14	<---	BO	1.022	0.049	20.97	***
BO15	<---	BO	1.038	0.049	21.29	***
BO16	<---	BO	1.038	0.048	21.54	***
BO17	<---	BO	1.033	0.049	21	***
BO18	<---	BO	1.057	0.05	21.3	***
BO19	<---	BO	1.044	0.049	21.24	***
BO20	<---	BO	1.003	0.049	20.3	***
BO21	<---	BO	1.017	0.05	20.23	***
BO22	<---	BO	1.01	0.049	20.49	***
BO23	<---	BO	1.034	0.05	20.85	***
BO24	<---	BO	1.006	0.049	20.71	***

Description: *** p = 0.001

Source: Primary Data (2024)

After ensuring that the indicators of organizational culture variables are constructs that make up organizational culture variables, the next step is to find out the loading factor value of each indicator of organizational culture variables. The loading factor value shows the position of the indicator among other indicators in a variable. The loading factor value of the organizational culture construct can be seen in Table 2.

Measurement Model Analysis of Work Productivity

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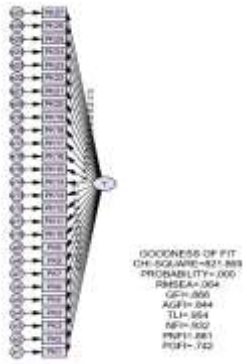

Figure 2 Measurement Model of Work Productivity Variables

The results of the initial measurement model estimation on the work productivity variable shown in Figure 2 using the maximum likelihood estimation method produced by IBM SPSS AMOS ver. 26, can be seen in Table 3. Most of the goodness of fit criteria show a suitability index that exceeds the recommended limit, except for chi-square and probability. However, the CMIN/DF, GFI and AGFI criteria are almost close to the recommended minimum limit, so it can be said that the CMIN/DF, GFI and AGFI values are included in the fit model category. Referring to the opinion of Solimun (2002) who said that based on the principle of parsimony, if one or two fit model criteria have been met, then the model has been declared fit. From the suitability index, it can be concluded that the measurement model on the proposed work productivity construct is fit or has good suitability because there are 5 goodness of fit criteria that are met so that there is no need to eliminate the indicators of each variable.

Table 3 Goodness of Fit Index at the Measurement Stage of Work Productivity Variables

Goodness of Fit	***Cut-Off Value***	**Model Result**	**Information**
Chi-Square	Lebih Kecil	821.869	Not Fit
Probability	≥0.05	0.000	Not Fit
CMIN/DF	≤2,00	2.537	Fit
RMSEA	≤0.08	0.064	Fit
GFI	≥0,90	0.866	Fit
AGFI	≥0,91	0.844	Fit
TLI	≥0,90	0.954	Fit
NFI	≥0,90	0.932	Fit
PNFI	0,60-0.90	0.742	Fit
PGFI	>0,00	0.861	Fit

Source: Primary Data (2024)

To ensure that the indicators have met the construct validity test, it can be seen from Table 4.22. which shows that all indicators are good in each work productivity variable and have a critical ratio (C.R.) value that is greater than 2 times the standard error (S.E.) value and the probability of each indicator is less than 0.05. This can be ascertained that all indicators in each variable have met the construct validity requirements.

Table 4 Results of Work Productivity Construct Validity Test

Manifes Variabel		**Laten Variabel**	**Estimate**	**S.E.**	**C.R.**	**P**

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PK1	<---	PK	1.033	0.051	20.164	***
PK2	<---	PK	1			
PK3	<---	PK	1.05	0.051	20.626	***
PK4	<---	PK	1.057	0.054	19.529	***
PK5	<---	PK	1.066	0.05	21.162	***
PK6	<---	PK	1.08	0.05	21.63	***
PK7	<---	PK	1.074	0.05	21.578	***
PK8	<---	PK	1.038	0.05	20.649	***
PK9	<---	PK	1.058	0.051	20.623	***
PK10	<---	PK	1.042	0.051	20.562	***
PK11	<---	PK	1.022	0.05	20.331	***
PK12	<---	PK	1.018	0.051	19.879	***
PK13	<---	PK	0.991	0.051	19.424	***
PK14	<---	PK	1.058	0.05	21.353	***
PK15	<---	PK	1.073	0.05	21.451	***
PK16	<---	PK	1.038	0.05	20.937	***
PK17	<---	PK	1.04	0.05	20.817	***
PK18	<---	PK	1.072	0.05	21.253	***
PK19	<---	PK	1.065	0.05	21.218	***
PK20	<---	PK	1.024	0.051	20.174	***
PK21	<---	PK	1.042	0.051	20.385	***
PK22	<---	PK	1.044	0.051	20.59	***
PK23	<---	PK	1.063	0.051	20.918	***
PK24	<---	PK	1.041	0.049	21.192	***
PK25	<---	PK	1.03	0.05	20.612	***
PK26	<---	PK	1.008	0.052	19.445	***
PK27	<---	PK	1.077	0.05	21.483	***

Description: *** p = 0.001

Source: Primary Data (2024)

After ensuring that the work productivity variable indicator is a construct that makes up the work productivity variable, the next step is to find out the loading factor value of each work productivity variable indicator. The loading factor value indicates the position of the indicator among other indicators in a variable.

Next, the variable reliability test is carried out. The level of reliability is measured by the composite reliability value and the AVE value. In composite reliability, the minimum value applied to indicate that the construct is acceptable is 0.7. If the composite reliability value is greater than 0.7, the construct passes the reliability test. The results of the construct reliability test can be seen in Table 5.

Table 5 Composite Reliability Test Results

Leten Variable	***Composite Reliability***	**Information**
Organizational culture (X1)	0,992	Reliable
Work Productivity (Y)	0,992	Reliable

Source: Primary Data (2024)

The composite reliability test results from Table 5 show that the composite reliability value for each construct is better than 0.7. This indicates that the tested construct is reliable. Another measurement that is also used to test reliability is by using the AVE value. The goal is to measure the level of variance of a

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construct component collected from its indicators by adjusting the error rate. The minimum recommended AVE value is 0.5.

Table 6 AVE Test Results

Laten Variable	AVE	Information
Organizational culture (X1)	0,998	Reliable
Work Productivity (Y)	0,998	Reliable

Source: Primary Data (2024)

Based on the test results with AVE values, it can also be said that all constructs in the model have good reliable values. This can be seen from the AVE values in all constructs that have values greater than 0.5. Before testing at the structural model stage, it is ensured that several assumptions have been met, including the assumptions of normality, univariate and multivariate outliers. The next normality test aims to see the level of normality of the data used in this study. This test is carried out by observing the critical ratio values of skewness and kurtosis in the data used. Data can be said to be normally distributed if the critical ratio value of skewness and kurtosis value <2.58.

Table 7. Data Normality Test Results

Variabel Laten	Nilai C.R. *Kurtosis Multivariate*	Keterangan
Budaya Organisasi (X1)	0.296	Normal
Produktivitas Kerja (Y)	-0.763	Normal

Source: Primary Data (2024)

Based on the results of the data normality test in Table 7, it can be seen that in univariate, the majority of data is normally distributed because the critical ratio skewness value is below the range of 2.58. While in multivariate, the data is in accordance with the assumption of normality because the critical ratio kurtosis multivariate value is below 2.58. From the results of this normality test, it can be concluded that the data in the research variables have met the requirements for data normality, or it can be said that the data in the study have been normally distributed. The outlier test aims to determine whether the observation conditions of the data obtained have unique characteristics that are very different and appear in extreme forms from other observations, both for a single variable and a combination variable (Hair et. al. in Ghozali, 2011). Multivariate outlier analysis can be tested using the Chi-Square statistic against the Mahalanobis distance square value at a significant level of p <0.01 with a degree of freedom of 54 indicators. The Mahalanobis distance value of (0.001; sum) = 91.87. This means that all cases that have a mahalanobis distance greater than 91.87 are multivariate outliers. The value of the mahalanobis distance square of the study can be seen in Table 8.

Table 8 Results of the Mahalonobis Distance Square Outlier Test

Laten Variabel	Tabel *Chi-square*	*Mahalanobis d-squared*	p1	p2	Information
Budaya Organisasi (X1)	54.052	<42.375	>0.01	>0.500	Tidak mengalami multivariate
Produktivitas Kerja (Y)	54.052	<43.665	>0.01	>0.500	Tidak mengalami multivariate

Source: Primary Data (2024)

From the output results of IBM SPSS AMOS ver. 26 on the outlier test (attachment 6) in Table 4.28. shows that the Mahalanobis distance square value is smaller than 54,052 with a value of p1> 0.01 and p2> 0.5. So, it can be concluded that the data in the study do not have multivariate problems and are suitable for use.

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After both assumptions are met, both the normality assumption and the univariate and multivariate outlier assumptions, structural model analysis can be carried out. After the model suitability test can be met, the hypothesis testing will be carried out as proposed in the previous chapter. The results of the calculation of the standardized path coefficient, the calculated t value (critical ratio) and significance (probability/value). Testing the direct effect hypothesis is carried out by looking at the critical ratio value produced by the structural model. The research hypothesis can be accepted if the critical ratio value is> 1.96. The results of the direct effect hypothesis test can be seen in the following table.

Table 9. Results of Direct Effect Hypothesis Testing

Manifes Variabel		Laten Variabel	Estimate	S.E.	C.R.	P	Information
PK	<---	BO	.230	.084	2.746	.006	H1 is accepted

Source: Primary Data (2024)

Based on Table 9, the following equation can be obtained:

$Z= 0{,}351X_1 + 0{,}198X_2 + 0{,}510X_3 + e$

$Y= 0{,}230X_1 + 0{,}099X_2 + 0{,}322X_3 + 0{,}367Z + e$

Based on the results of hypothesis testing in Table 4.31. it can be stated that the results of the first hypothesis test show that the exogenous variable of organizational culture with the endogenous variable of work productivity obtains a critical ratio value of 2.746, a significance value of 0.006 and a path coefficient of 0.230. The c.r. value is greater than the t table value = 1.96, with p <0.001. This result means that organizational culture has a significant direct influence on employee work productivity.

The path coefficient value of 0.230 means that the higher the level of organizational culture, the higher the level of work productivity, and vice versa. If the organizational culture is low, work productivity will also be lower. Based on these results, it can be concluded that the first hypothesis in the study is accepted (H1) and Ho is rejected.

Organizational culture is a crucial factor in driving employee work productivity. The concept of organizational culture is a shared perception held by members of the organization, namely a system of shared meaning (Decenzo, D.A; Robbins, S, 2013). In the context of an organization, a strong and positive culture can encourage collaboration, innovation, and productivity within the organization, so that all members work in harmony to achieve the established vision and mission. Conversely, a weak or unsupportive culture can hinder performance and cause dysfunction in communication and coordination. Organizational culture also plays an important role in shaping the identity of the organization in the eyes of stakeholders, both internal and external.

The results of the analysis show a direct relationship between organizational culture (X1) and employee work productivity (Y) as indicated by a path coefficient value of 0.230 with a critical ratio value of 2.746. This value is greater than the t table value = 1.96, with a significance value of 0.006 (p <0.05), thus Ha is accepted while Ho is rejected. It can be concluded that organizational culture has a direct positive and significant effect on employee work productivity at the West Sumatra Provincial Ministry of Religion Office. This means that the stronger the organizational culture, the higher the work productivity and vice versa. One important aspect of a strong organizational culture is innovation, which if accompanied by careful risk calculations can increase the overall quantity of employee work.

This study measures organizational culture based on employee perceptions in the work environment. In its measurement, organizational culture consists of 4 (four) dimensions, namely innovative taking into account risks, results-oriented, oriented to all employee interests and task-oriented. The innovative dimension takes into account risks refers to the organization's ability to develop new and creative ideas and dare to take

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innovative steps by considering existing risks. The results-oriented dimension refers to the organization's focus on achieving predetermined targets and goals, with employee performance measured based on the results achieved. The dimension oriented to all employee interests refers to the organization's attention to employee welfare, satisfaction, and development, as well as providing a supportive work environment. The task-oriented dimension refers to the organization's commitment to carrying out tasks and responsibilities with a focus on efficiency, effectiveness, and compliance with procedures. Work productivity is an important construct in the workplace that is often used to measure the effectiveness and efficiency of individual and team performance in achieving organizational goals (Wibowo, 2018). Organizations benefit from this because productive employees can produce higher output with the same or even fewer resources. High levels of work productivity reduce employee turnover, absenteeism, and stress in the workplace. Optimal productivity also creates a more positive work environment, where employees feel more motivated and excited to continue contributing to the success of the organization.

In this study, the measurement of work productivity is based on the results of the synthesis of theory (Fahmi, 2016). In relation to the results of the synthesis, work productivity is measured by the perception of employees in the work environment towards 3 (three) dimensions of work productivity, namely work quantity, work quality and punctuality. The work quantity dimension includes the amount of work that can be completed by an individual or a team in a certain period of time. The work quality dimension includes the level of excellence or level of fulfillment of standards applied in the work results produced. The timeliness dimension includes the ability to complete tasks or projects within the specified time limit.

Considering the dimensions of work productivity, it can be analyzed that improving organizational culture can encourage increased work productivity. The work quantity dimension can be driven by the number of tasks completed in one working day, the achievement of the set quantity target, and efficiency in completing tasks according to organizational expectations. The work quality dimension can be improved through consistency of results, application of high standards, positive feedback, participation in training, and personal satisfaction with work results. The timeliness dimension can be driven by the frequency of completing work on time, the ability to manage time effectively to complete tasks on schedule and rare delays in completing tasks (Moeherino, 2010).

Conclusions

Based on the SEM analysis and discussion in the previous section, it can be concluded that there is a direct and significant positive influence between organizational culture and employee work productivity with a path coefficient of 0.230 and a significance of 0.006 ($p < 0.001$). The better the level of organizational culture, the more significant the impact on the high work productivity of employees of the Ministry of Religious Affairs Office of West Sumatra Province.

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