The Influence of Work Culture and Job Placement (Staffing) on the Work Productivity of Teachers and School Employees

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Abstract

Organizational culture is a strategic instrument that plays a vital role in shaping the attitudes, behaviors, and loyalty of organizational members in support of achieving common goals. In responding to the challenges of globalization, organizations are required to adapt through effective human resource management, particularly by emphasizing the alignment between individual competencies and job placement. In the educational context, a thorough understanding of learning needs serves as the foundation for formulating appropriate staffing policies, enabling teachers and educational staff to work professionally and optimally in accordance with their areas of expertise. Competency-based educational management, proportional task distribution, fair reward systems, and effective leadership have been proven to significantly influence motivation, work discipline, and productivity. School leadership plays a crucial role in directing, motivating, and coordinating all components of educational institutions to ensure alignment with institutional vision and mission. This study employs a quantitative research approach to address the research problems through precise measurement of specific variables, producing conclusions that can be generalized beyond particular timeframes, situations, and data types, with an emphasis on quantitative data. The findings indicate that a conducive work environment, as implemented at the Al-Azhar Islamic Education Foundation, fosters organizational synergy that positively impacts both individual and institutional performance, thereby enabling educational objectives to be achieved effectively and efficiently.

INTRODUCTION

Organizational culture serves as a strategic tool used by companies to shape employee attitudes and behaviors, creating a corporate identity and loyalty, both from employees and consumers (Putri & Yusuf, 2022; Pratama et al., 2024). The norms and values contained in organizational culture serve as a guide for members to act in accordance with the organization's environmental standards to be accepted (Jismin et al., 2022; Hasibuan & Hadijaya, 2024). Organizations themselves are an inseparable part of human life, where each interacts and contributes to collective goals through various activities. Adapting to changes in the era of globalization is a significant

challenge, especially for organizations that encourage learning as the key to transformation.

An organization's ability to change depends heavily on the adaptability of its individuals. Every member needs to be open to paradigm shifts in line with the times, because an organization's progress or decline is determined by the quality of its human resources. An organization without contributing individuals is simply an empty concept with no practical relevance.

In the educational context, a deep understanding of learning needs is fundamental to designing effective staffing policies. Placing employees based on their specific skills is a strategic step that helps institutions align their educational vision and mission with workforce needs. Teachers and staff who are placed according to their expertise enable a higher-quality learning process that is relevant to both student needs and current demands. This also creates higher motivation among educators, enabling them to create a productive and inspiring classroom atmosphere (Hidayat, 2024).

Educational management must be supported by a proportional division of labor and placement of employees based on competency. Transparent and fair adjustment of the salary system to the workload will strengthen individual performance and encourage increased achievement in education. A person's performance is influenced by a combination of individual factors, such as ability and experience, and organizational factors, including clear tasks and responsibilities. With the proper division of tasks and authority, each individual can contribute to their full potential, while the organization achieves efficiency in achieving its goals.

It is also understood that organizational culture is the foundation that shapes attitudes, behaviors, and interactions within an organization, including in the education sector. Organizational success depends heavily on the ability to adapt to change, with an emphasis on optimal human resource management. Placing employees according to their expertise is a key factor in improving the quality of individual and institutional performance. Furthermore, competency-based management, fair division of labor, and work motivation through a proportional reward system are crucial in ensuring the effective and efficient achievement of organizational goals in all areas.

Every organization or institution generally expects its members to deliver their best performance, creating an efficient and productive work system. To achieve this, human resource management plays a crucial role in creating a conducive work environment. This management ensures that each individual's duties and responsibilities align with their position and abilities, enabling them to achieve organizational goals. With a clear division of roles, the potential for confusion and conflict can be minimized, creating a harmonious and productive work environment (Mardiah et al., 2024).

Placing employees based on their skills is also a crucial factor, particularly in the education sector. Appropriate placement ensures that teachers and educational staff can work professionally while continuously improving their skills. This not only impacts the operational efficiency of educational institutions but also strengthens the relationships between teachers, students, and parents. Teachers who work in their areas of expertise tend to be more efficient and able to build effective communication, thus fostering good cooperation among all parties involved in the educational process.

In organizational development, it is crucial to fill managerial positions with competent individuals who align with their expertise. Managers must possess strong abilities in managing resources, making strategic decisions, and motivating teams to align with the organization's vision and mission. Developing managerial and

leadership skills is crucial to ensuring long-term organizational success (Telaumbanua, 2025; Ramadani et al., 2024).

For educational institutions, the successful implementation of their vision and mission is inextricably linked to the quality of the principal's leadership. Effective leaders can influence the behavior of their subordinates, motivate them to perform well, and ensure the institution's goals are achieved. This leadership factor is a key element in increasing teaching staff productivity. Beyond leadership style, the principal's motivation also plays a crucial role in encouraging optimal teacher performance. Institutions, as a collection of individuals working together, require sound management to coordinate all their activities. Efficient resource utilization, coordination among members, and work motivation are the foundations of an organization's or institution's success (Aidah & Nugraha, 2024).

Understandably, achieving efficiency and productivity in an organization or institution requires sound human resource management and the placement of members according to their skills. In the educational context, this further impacts the professionalism of educators and the establishment of harmonious relationships between all relevant parties. Furthermore, the role of leadership, particularly that of the principal, is a key factor influencing the success of educational organizations. Effective management, competent leadership, and motivation provided to members of the institution or organization are key to optimally achieving shared goals.

A person's motivation at work, whether derived from internal or external processes, is the primary foundation for building enthusiasm and perseverance in carrying out their duties. This motivation is closely related to reward factors, both monetary and non-monetary, which can positively or negatively influence individual performance, depending on the specific situation and conditions. Besides motivation, work discipline is also a key element in driving productivity. Solid discipline reflects awareness and compliance with company regulations and applicable social norms, which ultimately determines an organization's success in achieving its goals (Pamungkas & Nursyamsi, 2024; Assyifa et al., 2025).

Effective education leadership also plays a significant role in producing a quality workforce. Through good leadership, schools are expected to increase productivity at various levels, including individuals, groups, and the institution as a whole. Teachers are a strategic element in this productivity increase, as changes or improvements in productivity largely depend on their performance and contributions as key actors (Kusumaningrum et al., 2024).

Furthermore, measuring employee productivity is a crucial step in assessing work performance. This assessment allows companies to identify employee performance achievements and determine future policies or actions. For productivity assessments to have a positive impact, it is crucial to conduct them honestly and objectively, and to follow up with concrete actions that provide direction for employee development. Equally important is the employee placement process (staffing), which must match employee competencies with their positions so that the company is optimal in achieving targets and maintaining the quality of human resources (Fitriana, 2022).

In the context of the Al-Azhar Islamic Education Foundation, it was found that a conducive work environment significantly impacts the institution's effectiveness. With a supportive work environment, all organizational components can function synergistically. This kind of collaboration directly impacts the performance of both individuals and the institution as a whole, thus achieving the institution's goals optimally, effectively, and efficiently.

METHODS

The research conducted by the author in this work uses a quantitative approach. Quantitative research is research used to answer problems through careful measurement techniques on certain variables, resulting in conclusions that can be generalized, regardless of the context of time and situation, and the type of data collected, especially quantitative data (Adawiyah et al., 2025; Busral et al., 2025; Engkizar et al., 2023; 2025; Sriwahyuni et al., 2025; Kassymova et al., 2025; Faddhia et al., 2025; Putra, 2018). This study shows that work motivation, discipline, good leadership, employee productivity assessment, and appropriate job placement are crucial factors in increasing individual and organizational productivity. In particular, a conducive work atmosphere in the school environment has been proven to play a very important role in supporting the success and effectiveness of educational institutions. Thus, the implementation of a positive work culture and an appropriate job placement system can have a significant impact on teacher and employee productivity in schools. This study is relevant to further explore the influence of work culture and job placement on productivity within the Al-Azhar Islamic Education Foundation and other similar institutions.

RESULT AND DISCUSSION
Work Culture

Indicators of work culture theory encompass various aspects that demonstrate how values, norms, and practices within an organization shape the interactions and working methods of individuals within it. Core values such as innovation, teamwork, diversity, and formal and informal communication patterns are tangible reflections of the implemented work culture. Leadership style and the ability to navigate change also play a significant role in strengthening work culture by providing direction and leading by example (Mulya, 2025; Cahyati & Adelia, 2024).

In the context of Islamic education, work culture is based on Islamic values such as integrity, discipline, and responsibility, and emphasizes the development of a balanced character between worldly and the hereafter. This work culture helps create a harmonious and productive work environment through cooperation at all levels of management. This includes planning, implementation, and evaluation of educational success (Firman et al., 2024).

In general, work culture serves as a foundation for employee satisfaction and a driving force for motivation. Repeated employee habits reflect organizational identity and serve as a tool for companies to shape attitudes and behaviors through the instillation of values. This culture plays a crucial role in fostering employee loyalty, realizing the organization's vision and mission, and increasing individual and team productivity (Daeli et al., 2024).

Organizational culture also serves as a guideline for determining strategic actions to win customers, outperform competitors, and strengthen employees' internal commitment to the company. A strong culture ensures that employee productivity remains measurable and aligned with organizational goals. In every aspect of organizational life, both in the public and private sectors, this culture serves as a guide and driver of efficiency in achieving goals (Rahim & Frinaldi, 2024).

From the discussion above, it can be understood that work culture is a philosophy born from the values that underlie the habits and mindsets of individuals and groups within an organization. By building a positive work culture, organizations can create a conducive environment, motivate employees, and contribute to the sustainable achievement of goals. In both the Islamic education sector and other modern organizations, work culture is a key foundation for fostering productive behavior and integrity in the workplace.

Job Placement (Staffing)

Staffing is a management function that focuses on human resource management through recruitment, selection, training, development, and strategic and operational workforce placement. The main objective of staffing is to ensure that the organization has a competent workforce, capable of supporting the achievement of organizational goals, and working effectively and efficiently Staffing. A good recruitment process includes various stages, such as planning workforce needs, searching for suitable candidates, conducting selection based on specified criteria, developing employee capabilities through training, and placing employees in the right positions to support company productivity (Wahyuddin et al., 2024).

In the context of Islamic education management, staffing More emphasis is placed on ensuring that educators possess not only academic and professional competence but also adherence to Islamic moral values and teachings, such as honesty, justice, and a sense of responsibility. The selection of personnel in Islamic education involves the principles of faith and piety to create an educational environment that fosters spiritual, moral, intellectual, and social development. Furthermore, the professional development of educators is ensured through training based on religious values and a transparent system (Yulia et al., 2025).

Division of labor as part of staffing. This is a crucial step in ensuring each team member understands their roles and responsibilities. With proper task allocation, organizations can improve efficiency and effectiveness in achieving their goals. This principle also applies to the job-filling process, where employee competency and relevance to the position they will occupy are key considerations for achieving optimal performance and alignment with the organization's vision (Sugiharto, 2024).

Furthermore, well-managed task allocation supports individual skill development. Each team member has the opportunity to focus on areas that align with their expertise or interests. This approach not only drives increased productivity but also provides additional motivation because team members can directly see how their contributions impact the achievement of organizational goals.

Assignment of tasks, therefore, is not simply about determining who is responsible for what tasks, but also about creating a collaborative, efficient, and motivating work environment within the organization. This demonstrates the critical role that assignment of tasks plays in achieving organizational success and meeting established goals.

An essential step in building skilled and trustworthy human resources begins with careful planning in selecting employees for available positions within the company. The success of the recruitment process depends heavily on accurately placing employees, both new and experienced, in the right positions.

In this context, the concept of placement encompasses promotions, transfers, and even demotions, if necessary. This applies because existing employees also need to go through internal recruitment, re-election, and typically attend an orientation program before assuming their new responsibilities. Planning is a crucial phase to ensure direction and objectives are achieved. This phase encompasses various important indicators such as establishing clear objectives, establishing appropriate procedures, consistently implementing rules, and allocating budgets as needed.

It can be concluded that staffing plays a strategic role in building a productive and effective organization. With a systematic process, from recruitment to ongoing workforce management, organizations can place the right individuals in the right positions to support the achievement of their goals. In Islamic education management, aligning religious values with professional competencies is crucial to creating a work and educational environment that aligns with Islamic principles. Implementation staffing planned and transparent, will ultimately have a positive impact on the overall success of the organization.

Work Productivity

Work productivity indicators reflect various elements that assess the efficiency and effectiveness of the workforce in producing output, such as hourly production, work quality, attendance rates, and employee turnover. Additionally, factors such as competence, morale, work environment, technology utilization, innovation, and training programs also play a significant role in influencing productivity. Productivity essentially measures the relationship between input (labor and resources) and output (work results).

Productivity encompasses the efficiency of achieving maximum results with minimal resources and the effectiveness of producing products according to objectives. Productivity levels are determined by many factors, including company policies, government support, and the implementation of work discipline. Work discipline acts as a key element in directing all activities toward optimal organizational goals. This discipline must begin with each individual, as a lack of discipline can reduce efficiency and effectiveness (Fadzillah et al., 2025).

Understanding productivity also involves capabilities that encompass not only physical capacity but also mental and social capacity. These capabilities reflect the integration of a worker's internal factors and their interaction with the work environment. Productivity is monitored through work results over a specific period and is typically assessed based on a comparison of input and output.

Increasing productivity will provide numerous benefits to an organization, such as economic growth, higher profitability, and social progress. If an organization can improve productivity by building the efficiency and effectiveness of its human resources, it is more likely to achieve its goals.

Understandably, work productivity is a measure of the efficiency and effectiveness of the workforce in producing results through a comparison of input and output within an organization. Key indicators include the quantity and quality of output, as well as non-technical aspects such as work discipline, individual skills, a supportive work environment, innovation, and training. Productivity improvements can be achieved by optimizing these various factors, bringing significant benefits to the company, the workforce, and society as a whole.

CONCLUSION

Organizational culture is the foundation that shapes the behavior, attitudes, and relationships between individuals within an organization, including in the education sector. Organizational success depends heavily on the ability to adapt to change by prioritizing the optimization of human resource management. Placing employees according to their expertise is a crucial factor in improving individual and institutional performance. Furthermore, competency-based management, fair task allocation, and motivation through proportional rewards are necessary to efficiently achieve organizational goals. Work culture reflects the philosophy, values, and habits of individuals and groups within an organization. By building a positive work culture, a work environment is created that supports productivity, increases employee motivation, and encourages the achievement of long-term goals. In both the Islamic and modern education sectors, work culture is a foundational element for integrity and productive behavior.

Staffing serves as a crucial strategy in building an effective organization, from recruitment to sustainable workforce management. Placing individuals according to their competencies supports the achievement of organizational goals. In Islamic education, the alignment of religious values and professionalism is a key factor in creating a harmonious and principled work environment. A well-planned staffing process positively impacts organizational success. Work productivity reflects the effectiveness of the workforce in producing output compared to the input used. Productivity indicators encompass output quality and non-technical elements such as

discipline, work environment, individual abilities, innovation, and training. Productivity improvements can be achieved by optimizing these various factors, thereby providing tangible benefits to the institution, workers, and the wider community.

So the success of an organization is greatly influenced by good human resource management, implementation of a positive work culture, planning, staffing, strategic, and competent leadership. With systematic management based on integrity values, organizations are able to create optimal efficiency and productivity, thereby effectively achieving collective goals in various sectors, including education.

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