

Public Sector Organizations: Work Environment, Employee Behavior and Discipline

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Abstract

This article discusses the literature review on Public Sector Organizations, especially in the Work Environment, Behavior and Employee Discipline. The external environment refers to the factors and forces that are outside the organization but affect organizational performance. The specific environment is external forces that have a direct impact on decision making. Discipline is the desire and awareness to obey organizational rules and social norms. Therefore, discipline is an important means of achieving goals, therefore discipline development is a very important part of management. Any management in its implementation requires discipline of all members of the organization. Discipline is also said to be a means of training and educating people on rules so that there is compliance and so that they can run in an orderly and orderly manner in the organization. The existence of an attitude of work discipline, the results of employee work will be good and maximum. Of course this will have a positive impact on the sustainability of the company. The work done in a disciplined manner by employees will contribute to the organization.

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Introduction

A public sector organization is an entity whose activities are related to the provision of public goods and services in order to meet the needs and rights of the public. The concept of new public management contains seven main components, namely professional management in the public sector, the existence of performance standards and performance measures, more emphasis on controlling outputs and outcomes, solving work units in the public sector, creating a competitive climate in the public sector, adopting a sector management style. business into the public sector, and the emphasis on discipline and austerity in using resources (Ferlie et al., 1996; Moon, 2000; Christensen & Lægreid, 2016).

There is a close correlation between organizational culture and an increase in the performance of an organization. If you want to make changes in performance, it means that cultural changes are needed, both invisible and invisible. Organizational culture has been highlighted as the values, principles, traditions, and ways of working that are shared by members of the organization and influence the way they act (Ravasi & Schultz, 2006; Alvesson, 2012). In most organizations, these shared values and practices have evolved over time and have profoundly influenced how an organization is run.

Culture here implies three things. First, culture is a perception, not something that can be touched or seen physically, but employees accept and understand it through what they experience in the organization. Second, organizational culture is descriptive, which is related to how members accept and interpret the culture, regardless of whether they like it or not (Keyton, 2010). Finally, even though the individuals within the organization have different backgrounds and work at different levels of the organization, they tend to define and express organizational culture in the same way. This is the aspect of mutual acceptance.

Culture can influence employee actions, a strong culture can instill core values that are firmly and widely accepted among employees, culture can provide messages and be consistent to employees about what is considered valuable and important, employees strongly identify their identity with organizational culture, there is a close relationship between the recipient of values and the behavior of organizational members (O'Reilly III et al., 1991; Chatman & Barsade, 1995).

Since organizational culture is limited by what can be done and what cannot be done, culture is very relevant to managers. This obstacle often appears explicitly: it is not written down and is rarely even spoken. But these things do exist, and every manager must immediately understand what he can do and what he cannot do in his organization.

Organizations also create an ethical culture because the content of organizational culture can influence the ethical climate and ethical behavior of its members (Sims, 1992; Treviño et al., 2001). If the culture is strong and supports high ethics, then there will be a positive influence and a strong impetus for employees to behave ethically. The organizational culture that is most likely to uphold high ethical standards among organizational members is a culture that provides a high tolerance for risk, allows for low or moderate aggressiveness. In addition to organizational ethical culture, it also creates an innovative culture, which is to generate new ideas. Various organizations are now realizing that a culture that supports diversity will receive many positive impacts on business, including encouraging solutions to creative problems and increasing employee morale.

In addition to environmental culture can also influence a manager, the external environment refers to factors and forces that are outside the organization but affect organizational performance (Burke & Litwin, 1992; Koberg et al., 2003). The specific environment is external forces that have a direct impact on the decision-making and actions of managers, and are directly related to organizational goals, which consist of customers, suppliers, competitors, and interest groups. And the general environment is a broader external condition that can influence the performance of an organization, consisting of economic, political or legal, socio-cultural, demographic, technological, and global conditions. This affects managers to take into account environmental uncertainty; one environment is different from another.

Conducive Working Environment

Companies must be able to determine what factors becomes a competitive advantage over other companies, for example; technology excellence, strategic location, company reputation etc. One way to determine the strengths and weaknesses of a company is by comparing the company's performance with the performance of the company's potential competitors in the industry. Company managers can compare the performance of the company with the performance of potential competitors regarding key factors in the aspects of production, marketing, accounting and finance, human resources, research and development, and other aspects, so that the company will find strengths and weaknesses compared to its potential competitors. Potential competitors are usually selected by the three closest main competitors in terms of company size.

This factor is an important capability possessed by the company and competitors and is not a competitive advantage for the company. Therefore this factor is not a strategic advantage for the company. Each type of industry has a determinant of success in the industry which differs from one industry to another. Therefore, before making comparisons, strategists should have identified the key success factors in the industry. By analyzing the capabilities of competitors in the industry, customer needs, vertical industry structure, distribution channels, entry barriers

to the availability of substituted goods, and suppliers, strategists seek to determine whether the company's ability is a strength or weakness in the new competition.

The use of industry-level analysis to evaluate a firm's capacity for success and to help design a company's future strategy is a widely used technique.

Employee Behavior Supports the Work Climate in the Organization.

Employee performance appraisal is a manager's activity to evaluate employee achievement behavior and establish further policies. Follow-up assessments allow employees to be promoted, developed, or increased in return. The results of the maximum quality of work performance cannot be separated from the results built by the company management because it is impossible for a good work performance to be obtained without serious and in-depth handling from the company management. Assessment of work performance cannot be separated from company policies in the field of personnel. Factors that affect work performance are task mastery, work discipline, and target achievement. In managing human resources in order to work effectively it is necessary to carry out work management and people management activities. Functions related to work or task management are planning, organizing, and controlling functions. Meanwhile, people management is related to the implementation of communication, leadership, and motivation functions. By performing these functions, people or groups working together can work effectively and efficiently to achieve organizational goals.

Individual behavior is a person's behavior in doing something or the way he acts on an activity using their skills or brains. The presence of skills is inseparable from background or knowledge. In an organization, individual behavior reflects every manager's behavior towards his subordinates where if he treats his subordinates well, a relationship between subordinates and superiors is well established so that the relationship within the organization can run well.

Approaches that are often used to understand human behavior are; cognitive, reinforcement, and psychoanalytic approaches. The following is an explanation of the three approaches seen from; the emphasis is on the causes of behavior, processes, past interests in determining behavior, levels of awareness, and the data used. a person's personality is always colored by both temperament and character. Color temperament traits that are acquired from offspring. Meanwhile, character is formed by environment and situation (Bowles, S., Gintis & Osborne, 2001; Bolton & Thompson, 2004). The interaction between temperament and character forms a person's personality. People whose character is formed in a high work environment and culture will tend to be serious, ambitious, and aggressive. Whereas people in an environment and culture that emphasizes the importance of getting along well with other people, they will prioritize family over work and career.

Various Dimensions in Employee Discipline

Employee discipline really needs to be improved so that employees can work effectively and optimally. Therefore, HRD together with company leaders need to pay more attention to employee performance. Employee discipline needs to be considered and assessed so that it can be further improved. Because with an attitude of work discipline, the results of employee work will be good and maximum. Of course this will have a positive impact on the sustainability of the company. Work that is done in a disciplined manner by employees will contribute to the company. To improve work discipline, there are several things that can be given to employees.

Discipline is a form of compliance with regulations or tasks that employees should handle. Compliance can move the wheels of the company to achieve perfect achievement. (1) Time discipline, efficiency against time is needed to regulate which tasks employees can do first, so that the task is completed faster or on time. The application of this attitude will prevent the

delay of other tasks that employees will do. (2) Initiative and Creative. From the way employees do a task, it also shows employee discipline at work. Doing tasks in a monotone illustrates poor motivation and employee dissatisfaction with the company. Conversely, employees who are initiative and creative show high motivation also show a high level of discipline. (3) Responsibility, a high sense of responsibility shows employee discipline at work, such as carrying out tasks assigned to employees and completing them on time. Disciplined workers not only always accept assigned tasks, completing tasks perfectly is also a form of responsibility for the job. (4) Obey the Rules, arrive on time, look as determined. Is a form of obedience to existing regulations in the workplace. Employee obedience to work rules shows employee discipline towards the work environment and superiors. (5) Attitudes and behavior, attitudes and behavior of employees towards coworkers and superiors are also good signs for discipline in work. Disciplined workers will be more concerned about maintaining good relationships between themselves and colleagues, superiors, and other parties related to the company.

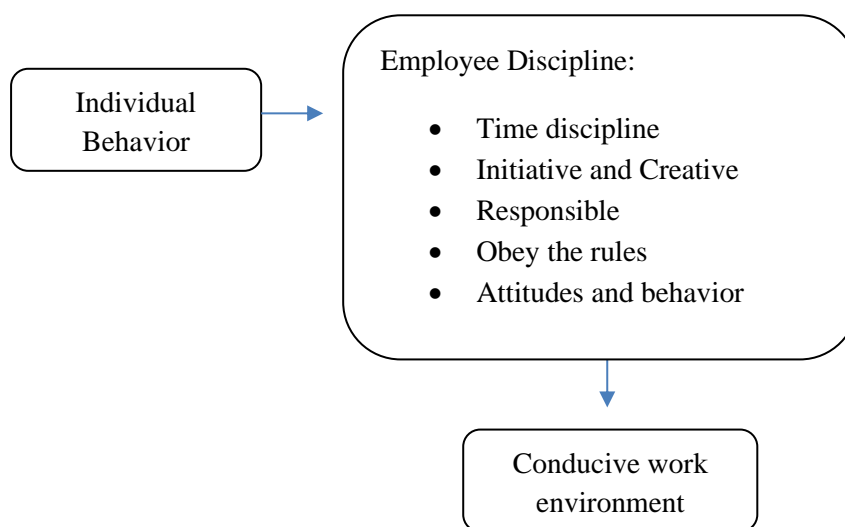


Figure 1. Employee adjustment framework

Discipline is an attitude, behavior and actions in accordance with company regulations, both written and unwritten. The regulations in question include attendance, late entry, and early return of employees. So this is an employee disciplinary attitude that needs to be addressed properly by management. Many interpret this discipline when employees always come and go home on time. That opinion is only one that the organization demands.

After filling in attendance, employees do not immediately carry out their duties. Many employees leave the office for various reasons such as breakfast, taking school children, to markets and so on. There is no strict warning from the superior if there are employees who are not disciplined, especially in completing work targets for various humanitarian reasons. In addition, working conditions in the field make it difficult for leaders to control the discipline of subordinates.

Discipline is the desire and awareness to obey organizational rules and social norms. Therefore, discipline is an important means of achieving goals, therefore discipline development is a very important part of management. Management in its implementation requires discipline from all members of the organization. Discipline is also said to be a means of training and educating people on rules so that there is compliance and so that they can run in an orderly and orderly manner in the organization. Discipline is also said to be a means of communicating with

employees so that employees want to do what their superiors recommend and comply with established company regulations (Abrams & Nolan, 1985; Guffey & Helms, 2001; LaVan, 2007). Enforcing discipline is important for the company, because discipline contains rules that employees must obey. With discipline it is expected to be able to make work as efficiently as possible.

Discipline is the most important operational function of human resource management because the better the employee's work discipline, the better the performance that can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is the main factor needed as a warning tool for employees who do not want to change their character and behavior. So that an employee is said to have good discipline if the employee has a sense of responsibility for the task assigned to him.

Disciplinary action against employees must apply equally. Here disciplinary action applies to all, not choosing, sorting and siding with anyone who violates will be subject to the same disciplinary sanctions including for managers or leaders, because leaders must set an example for their subordinates.

Work discipline can be seen as something of great benefit, both for the benefit of the organization and for the employees. For organizations, the existence of work discipline will ensure the maintenance of order and the smooth execution of tasks, so that optimal results are obtained. Meanwhile, employees will have a pleasant working atmosphere so that it will increase their morale in carrying out their work. Thus, employees can carry out their duties with full awareness and can develop their energy and mind as much as possible for the realization of organizational goals.

Conclusion

Individual behavior reflects every manager's behavior towards his subordinates where if he treats his subordinates well, a relationship between subordinates and superiors is well-established so that there is a network of cooperation within the organization. Discipline development is a very important part of management. Management in its implementation requires discipline from all members of the organization. Discipline is also said to be a means to train and educate people on rules so that there is compliance and so that they can run in an orderly and organized way in the organization. This factor is an important ability possessed by the company and competitors and is not a competitive advantage for the company. Therefore this factor is not a strategic advantage for the company. Each type of industry has critical success factors in organizational goals.

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