

**THE INFLUENCE OF COORDINATION AND JOB DESCRIPTION ON WORK  
PRODUCTIVITY THROUGH WORK DISCIPLINE OF REGIONAL HEAD  
PROTOCOLARY EMPLOYEES IN THE PROTOCOL AND COMMUNICATION  
SECTION OF BONDOWOSO REGIONAL SECRETARIAT LEADERS**

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## ABSTRACT

Measuring the work productivity of Regional Head Protocol employees in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership is an important concern in the context of optimizing the implementation of protocol events and public services. The aim of this research is to determine and analyze the influence of coordination and job descriptions on work productivity through the work discipline of Regional Head Protocol employees in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership. The population and sample in this research were 50 employees, so the sampling technique used was saturated sampling or census. The research method used in this research is descriptive and verification methods. The data analysis technique used in this research is path analysis with the help of the SPSS application. The test results prove that coordination and job descriptions have a significant effect on work discipline and the work productivity of employees in the Protocol and Communication Section of the Regional Secretariat of Bondowoso Regency. Work discipline is able to provide a mediating effect between coordination and job description on work productivity.

Keywords: coordination, job description, work discipline and productivity

## INTRODUCTION

In an era of increasingly fierce global competition, the success of an organization is not only determined by the products or services offered, but also by the quality and productivity of its employees. Optimal employee performance is the key to achieving company goals and maintaining competitive advantage. Therefore, it is important for every organization to understand, manage and improve employee performance systematically and strategically. Widagdo. (2024).

Protocol is an important element in the administration of regional government. The success of regional government administration cannot be separated from the important role of protocols in maintaining regional dignity and image. Therefore, effective and efficient human resource management (HRM) in the field of protocol is a key factor in increasing the work productivity of Regional Head Protocol employees in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership. According to Kasmir (2016:6) human resource management can be defined as the process of managing people, through planning, recruitment, selection, training, development, providing compensation, career, safety and health as well as maintaining industrial relations until termination of employment in order to achieve company goals and increasing stakeholder welfare. According to Edison (2017: 10) explains that human resource management is management that focuses on maximizing the abilities of employees of its members through various strategic steps in order to increase employee work productivity towards optimizing organizational goals.

Wahyuningsih (2018) states that productivity is a measure of how productive a process is to produce an output, productivity is also defined as a ratio between input and output, productivity is also defined as a ratio between input and output. Input is often limited to the input of labor, while output is measured in terms of physical units of form and value. Productivity is also defined as the level of efficiency in producing goods and services. Panjaitan (2018) states that productivity is closely related to the extent to which a process produces output by consuming certain inputs in consistent units of quantity and quality. Consistent use of existing resources with optimal results is a permanent effect of discipline in work (Hasibuan, 2016).

Hasibuan (2012:44) states that work discipline is a person's awareness and willingness to obey all organizational or government agency regulations and applicable social norms. Meanwhile, Rivai (2011: 82) states that work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to fulfill all organizational or government agency regulations. In order to create absolute discipline in an organization, it certainly requires the role of all parties in the existing field of work. So it is important to carry out good coordination so that there are no errors or violations related to work discipline.

Employee work coordination involves various factors such as good communication, clear understanding of tasks, and coordination between work units. According to Robbins (2015), work coordination is the process of integrating individual or group actions in order to achieve organizational goals. According to Griffin (2014), work coordination is the process of directing individual or group activities to achieve organizational goals. According to Terry (2016), work coordination is the process of integrating different activities so that they run in the same direction and in rhythm with the aim of achieving organizational effectiveness and efficiency.

A factor that is no less important for achieving organizational effectiveness and efficiency is the job description. According to Handoko (2014:47) a job description is a written statement that describes the functions, duties, responsibilities, authority, working conditions and other certain

aspects of the job. According to Priansa (2014:80) a job description defines what a leader needs to carry out activities, tasks or work. According to Dessler (2015:82) a job description is a list of positions, responsibilities, reporting relationships, position conditions and responsibilities. Based on several expert opinions above, it appears that a job description is a brief explanation of the duties and responsibilities of a position. Job descriptions are guidelines, instructions and directions of action for workers to carry out work in accordance with their duties and responsibilities. Therefore, with a job description, it is hoped that employees can carry out their duties well in order to create optimal performance.

Several expert opinions explicitly show the significant role of variables measuring work productivity. As empirical evidence (Saputra et al., 2022; Uli Nainggolan & Rosita, 2021; Yun, 2017) states that coordination has a significant role in increasing work productivity. In contrast to (Lovihan et al., 2018) which states that partially coordination has a positive but not significant effect on employee performance, and supervision has a positive but not significant effect on employee performance. PT Berkat Nikita Waya Lansot in North Minahasa. Research Syafrina, E., Sidabutar, S., Herdiani, L., Sihombing, E., & Nurmala, N. (2022). Conclude that the job description variable (X) does not have a positive and significant effect on work discipline (Z). Measuring the work productivity of Regional Head Protocol employees in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership is an important concern in the context of optimizing the implementation of protocol events and public services. In recent years, there have been significant problems related to work discipline and effectiveness of protocol employees, which are reflected in the lack of smooth attendance at protocol events, lack of coordination in handling sudden official visits, inefficient use of the budget, and the low coordination ability of protocol staff in anticipating obstacles. and challenges. This indicates the need for a comprehensive evaluation of the factors that influence the work productivity of protocol employees in order to improve their performance in supporting the Regional Head's protocol duties. Thus, a deep understanding of the role of coordination and job descriptions in maintaining the work discipline of protocol employees is crucial for realizing work efficiency and effectiveness in carrying out protocol tasks in Bondowoso Regency. An explanation of the problems that occurred in the Regional Head's Protocol Sector in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership is as follows:

- a. The inaccuracy of attendance to meet the schedule of official protocol events/meetings with several institutions and institutional leaders is due to a lack of coordination between institutions. Except for the Joint Meeting, around 245 of the 310 agendas or around 79.03% of the activity agendas can only be participated in by regional heads. The rest are represented or delegated to other representatives or staff or heads of higher institutions at or below the level.
- b. Carrying out sudden official visits or receiving and welcoming guests or central officials who visit suddenly, which causes the protocol staff to appear less professional and less coordinated in prioritizing public service activities. This has the impact of disrupting several public activities, such as transportation facilities and provincial roads and traffic jams, every time there are government events.
- c. The use of the protocol budget is inefficient because many events are not on time or are delayed or are not well coordinated, even though preparations have been made with a fairly large budget.

- d. The ability of the protocol staff themselves to coordinate protocols to anticipate all possible obstacles and challenges is still low, so that regional heads' protocol duties are less effective.

Based on the research problems that have been discussed, the phenomenon obtained is a decrease in work productivity of Regional Head Protocol employees in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leader. Researchers adopted several variables to measure employee work productivity such as coordination, job description and work discipline as interventions.

## RESEARCH METHODS

The population and sample in this study were 50 employees in the Regional Head Protocol Sub-Section in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership, so the sampling technique used was saturated sampling or census. The research method used in this research is descriptive and verification methods. The type of data used is primary data in the form of questionnaires and secondary data in the form of reports relating to employee performance in the Regional Head Protocol Sub-Section in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership. Data collection techniques in this research are questionnaires, observation and literature study. The data analysis technique used in this research is path analysis with the help of the SPSS application.

## RESULT AND DISCUSSION

### Path Analysis

#### Calculation of Direct Influence Path Coefficients

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect influence of coordination (X1) and job description (X2) on work discipline (Z) and employee work productivity (Y) in the Protocol and Communication Section of the Bondowoso Regency Regional Secretariat Leadership. Knowing whether each path is significant or not will answer whether the proposed hypothesis is accepted or rejected. The path coefficient values can be seen in the following table:

**Table 2 Direct Influence Path Coefficient Values**

No.	Variable Free	Variable Bound	Beta ( $\beta$ )	t-count	p-value	Information
1.	Coordination	Work discipline	0.268	3,631	0.031	Significant
2.	<i>Job description</i>	Work discipline	0.840	7,959	0,000	Significant
3.	Coordination	productivity	0.283	2,948	0.028	Significant
4.	<i>Job description</i>	productivity	0.409	3,522	0.001	Significant

5.	Work discipline	productivity	0.498	3,472	0.001	Significant
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Source: Data processed by researchers (2024)

Based on this table it can also be expressed in equation form (system of simultaneous equations). Path analysis in equation form is presented as follows:

$$Z = 0.268 X1 + 0.840 X2$$

$$Y = 0.283 X1 + 0.409 X2 + 0.498 Z.$$

The explanation of table 4.11 and the path analysis equation are as follows:

a. Influence of Coordination Variables (X1) on Work Discipline (Z)

Based on Table 4.11 can be seen. For testing the coordination variable (X1) on work discipline, a beta value ( $\beta$ ) of 0.268 was obtained with a  $p$ -value of 0.031. Because the  $p$ -value is smaller than  $\alpha$  ( $0.031 < 0.05$ ), there is a significant influence of coordination (X1) on work discipline (Z).

b. Influence of Job description variables (X2) on work discipline (Z)

Based on Table 4.11 can be seen that for testing the job description variable (X2) on work discipline (Z), a beta value ( $\beta$ ) of 0.840 was obtained with a  $p$ -value of 0.000. Because the  $p$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ),  $H_0$  is rejected, thus there is a significant influence of job description (X2) on work discipline (Z).

c. Influence of Coordination Variables (X1) on employee work productivity (Y)

Based on Table 4.11 can be seen for testing the coordination variable (X1) on employee work productivity (Y), a beta value ( $\beta$ ) of 0.283 with a  $p$ -value of 0.028. Because the  $p$ -value is smaller than  $\alpha$  ( $0.028 < 0.05$ ),  $H_0$  is rejected, thus there is a significant influence of coordination (X1) on employee work productivity (Y).

d. The influence of the Job description variable (X2) on employee work productivity (Y)

Based on Table 4.11 can be seen for testing the job description variable (X2) on employee work productivity (Y), obtaining a beta value ( $\beta$ ) of 0.409 with a  $p$ -value of 0.001. Because the  $p$ -value is smaller than  $\alpha$  ( $0.001 < 0.05$ ),  $H_0$  is rejected, thus there is a significant influence of job description (X2) on employee work productivity (Y).

e. Influence of work discipline variables (Z) on employee work productivity (Y)

Based on Table 4.11 can be seen for testing the work discipline variable (Z) on employee work productivity (Y), a beta value ( $\beta$ ) of 0.498 with a  $p$ -value of 0.001. Because the  $p$ -value

is smaller than  $\alpha$  ( $0.001 < 0.05$ ),  $H_0$  is rejected, thus there is a significant influence of work discipline (Z) on employee work productivity (Y).

### Structural Model

This section explains the calculation of the influence of the coordination variable (X1) and job description (X2) which have a direct and indirect effect on employee work productivity (Y), through the intervening variable work discipline (Z). and the path diagram of the path coefficient test results is presented as follows:

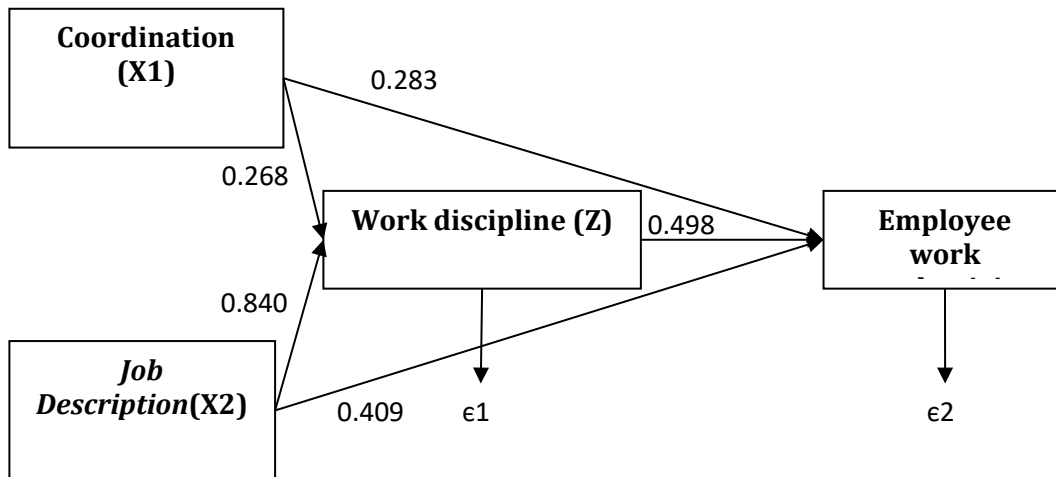


Figure 1 Path Analysis Results  
Source: Data processed by researchers (2024)

Based on the results of the path coefficient calculation, it appears that the total influence of the variables coordination (X1) on employee work productivity (Y) is 0.394 with details of a direct effect of 0.284 and an indirect effect of 0.110. The total influence of the job description variable (X2) on employee work productivity (Y) is 0.824 with details of a direct influence of 0.409 and an indirect influence of 0.418.

Indirect effect of coordination (X1) on the employee work productivity variable (Y) through the intervening variable work discipline (Z) of 0.110, which is a value smaller than the direct influence of the coordination variable (X1) on the employee work productivity variable (Y), which is 0.284. Besides that, the indirect influence of the job description variable (X2) on employee work productivity (Y) through the intervening variable work discipline (Z) is 0.418, which is a value greater than the direct influence of the job description variable (X2) on the employee work productivity variable (Y) which is 0.409.

Based on the results of calculating the direct influence and indirect influence, it can be concluded that the work discipline variable is stated as a partial mediation variable because, after including the work discipline variable, the influence of the coordination variable and job description on employee work productivity decreases but does not become zero or the influence of the coordination variable. and job description on employee work productivity which was previously significant (before including the work discipline variable) remained significant after entering the work discipline variable into the regression equation model but experienced a decrease in the regression coefficient. (Ghozali 2011).

### **Coefficient of Determination**

From the results of path analysis calculations, it can be seen that the Adjusted R Square coefficient of determination obtained a value of 0.885. This means that 88.5% of the variation in employee work productivity variables can be explained by the variables coordination, job description and work discipline, while the remaining 11.5% is explained by other variables and errors that are not explained in this research.

## **DISCUSSION**

### **The Effect of Coordination on Work Discipline**

Based on the first hypothesis, coordination influences work discipline. After testing and data analysis, the results show that coordination has a significant effect on the work discipline of employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency, proving the hypothesis H1 is accepted. This may be due to aspects related to coordination that have impacted work discipline. The following explains each indicator of these coordination aspects:

Clarity and good understanding of the duties and responsibilities of each employee is a key factor in effective coordination. When employees clearly understand what is expected of them, they are more likely to follow established rules and procedures. This clarity reduces confusion and errors, and increases efficiency and compliance with work schedules and standards.

Open communication allows information to flow smoothly between various levels and departments in the organization. When employees feel they can communicate openly with their superiors and colleagues, they are more likely to report problems and seek solutions proactively. Good communication also helps resolve conflicts and ensures that all employees are on the same page, contributing to better work discipline.

Good planning ensures that all tasks and responsibilities have been clearly identified and arranged before implementation. Effective planning helps employees better organize their time and resources, reducing the likelihood of delays or negligence. When employees know what to do and when to do it, they are more likely to work with discipline and achieve set targets.

Effective task arrangement and direction ensures that each employee knows what to do, when, and how to do it. Clear direction from superiors helps employees stay focused on their tasks and avoid wasting time. With good task arrangement, employees can work more efficiently and with discipline, as they have clear guidelines for each of their work activities.

The suitability between assigned tasks and responsibilities borne by employees ensures that employees do not feel overburdened or inadequate for their work. When tasks and responsibilities are tailored to employee capacity and competence, they are more likely to carry out tasks with discipline and dedication. Employees who feel their tasks are appropriate to their abilities will be more motivated to work well and comply with existing regulations.

By understanding and implementing these aspects of coordination, organizations can significantly improve employee work discipline. The test results stating that coordination has a significant effect on work discipline affirm the importance of effective coordination in creating a disciplined and productive work environment.

In accordance with supporting theories, according to Griffin (2014), work coordination is the process of directing individual or group activities to achieve organizational goals. According to Terry (2016), work coordination is the process of integrating different activities to run in the same direction and rhythm with the aim of achieving organizational effectiveness and efficiency. In this study, there are similar significant results with previous research conducted by Miftahul Ainun Naím Basori, Sari, R. (2022) and Rumondor, A. A., Maramis, J. B., & Lumanauw, B. (2023) which state that coordination has a significant effect on work discipline.

### **The Effect of Job Description on Work Discipline**

Based on the second hypothesis, job description influences work discipline. After testing and data analysis, the results show that job description has a significant effect on the work discipline of employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency, proving the hypothesis H2 is accepted. This is due to aspects related to job description that have had a positive impact on the work discipline of employees in



the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency. The following explains each indicator of these job description aspects:

A clear understanding of tasks is a crucial factor in improving work discipline. When employees know in detail what tasks they have to do, they can more easily plan and organize their work well. Clarity in tasks also reduces confusion and potential errors, allowing employees to work more efficiently and in accordance with set standards. This directly contributes to increased work discipline.

Clear responsibilities provide direction and focus for employees in carrying out their tasks. By knowing what their responsibilities are, employees can measure their contribution to organizational goals and feel more motivated to meet those expectations. Well-defined responsibilities also help employees understand the impact of their work, which encourages them to work with more discipline and responsibility.

Knowing the skills or education required for each position helps employees identify and develop relevant skills. With the right competencies, employees can carry out their tasks more effectively and efficiently. This also minimizes errors and increases employee confidence in carrying out tasks, which ultimately improves work discipline. Employees who feel capable and competent tend to have a higher commitment to their work.

Appropriate working conditions and qualifications ensure that employees work in an environment that supports their productivity and well-being. The right qualifications for a particular position ensure that employees have the skills needed to complete tasks well. Supportive working conditions, such as adequate facilities and a conducive work environment, also play an important role in improving work discipline. When employees feel comfortable and supported by their work environment, they are more likely to work diligently and with discipline.

By understanding and implementing these aspects of job description, organizations can significantly improve employee work discipline. The test results stating that job description has a significant effect on work discipline affirm the importance of a clear and comprehensive job description in creating a disciplined and productive work environment.

In accordance with supporting theories, according to Handoko (2014:47), job description is a written statement that describes functions, tasks, responsibilities, authorities, working conditions, and other specific aspects of a particular job. According to Priansa (2014:80), job description defines what leaders need to carry out activities, tasks, or their work. In this study, there are similar

significant results with previous research conducted by Syafrina, E., Sidabutar, S., Herdiani, L., Sihombing, E., & Nurmala, N. (2022) which states that job description has a significant effect on work discipline.

### **The Effect of Coordination on Employee Work Productivity**

Based on the third hypothesis, coordination influences employee work productivity. After testing and data analysis, the results show that coordination has a significant effect on the work productivity of employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency, proving the hypothesis H3 is accepted. This may be due to aspects related to coordination that have been able to create employee work productivity. The aspects of coordination include: Bonus/incentives, interpersonal awards, promotion, light punishment, moderate punishment, and severe punishment.

The indicator perceived best by respondents is good and structured planning (X1.3). This shows that the Protocol and Leadership Communication Division is able to develop a good, organized, and clearly structured work plan. This includes preparing a plan that considers all important aspects, so that it can be used as an effective guide for carrying out daily tasks. Furthermore, respondents feel confident that with good and structured planning, the tasks carried out by the Protocol and Leadership Communication Division can be carried out more smoothly and efficiently. This also shows that the planning has been well received and understood by team members or staff involved. Finally, structured planning facilitates coordination between team members, because everyone knows what to do and when to do it. Thus, this reduces the risk of miscommunication and increases synergy within the team.

Meanwhile, the indicator perceived less favorably by respondents is the level of clarity and understanding of the tasks performed (X1.1). This shows that there is a need to improve understanding and clarity about the tasks that must be carried out by each team member. There may be deficiencies in communication or training that cause team members to not fully understand their tasks and responsibilities. There needs to be an effort to improve the information and communication system within the Protocol and Leadership Communication Division, so that each team member has clear and easy access to the information they need to carry out their tasks well. Overall, although coordination in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency is considered good, especially in the planning aspect, there needs to be more attention to improving task clarity and understanding so that team work

productivity can be more optimal and effective. According to Kreitner and Kinicki (2014), employee work coordination is the process of arranging and directing tasks carried out by people in groups to achieve common goals in a cooperative and synergistic manner. According to Handoko (2012), coordination is the process of integrating goals and activities in separate units (departments or functional areas) of an organization to achieve organizational goals efficiently. In this study, there are similar significant results with previous research conducted by Hartono, D., Sardiyo, S., & Rimbano, D. (2022), Lumintang, D. F. (2022), Wirtadipura, D. (2022), Priyambodo, A., & Nugraha, A. (2019), and Rumondor, A. A., Maramis, J. B., & Lumanauw, B. (2023) which state that there is a direct positive and significant effect of coordination on employee work productivity.

### **The Effect of Job Description on Employee Work Productivity**

Based on the fourth hypothesis, job description influences employee work productivity. After testing and data analysis, the results show that job description has a significant effect on the work productivity of employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency, proving the hypothesis H4 is accepted. This may be due to aspects related to job description that have been able to create employee work productivity in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency.

This is supported by the results of descriptive analysis which state that in general respondents agree or give a positive response to aspects of job description in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency. The indicator perceived best by respondents is employees' understanding that each position requires certain skills and education (X2.3). This shows that the organization has succeeded in clearly and specifically describing the qualifications required for each position. This detailed job description facilitates the recruitment and selection process of employees, and ensures that each employee has or can develop skills relevant to their position.

A good understanding of the qualifications needed for each position also increases professionalism in the organization. Employees realize the importance of having appropriate skills and education to achieve optimal work productivity. Thus, they are more motivated to develop the skills and knowledge needed. This also has a positive impact on more directed employee career

development and training, which ultimately supports increasing the overall work productivity of the organization.

However, the indicator perceived less favorably by respondents is the ability to carry out assigned tasks and willingness to accept wages according to the responsibilities carried (X2.2). This indicates dissatisfaction among employees regarding the implementation of their tasks. There may be deficiencies in terms of training, resources, or support from leaders that make employees feel less able to carry out tasks optimally. In addition, dissatisfaction with the balance between workload and compensation received is also an important issue that needs attention.

This deficiency shows the need for improvement in task management and allocation of responsibilities. The organization may need to re-evaluate the distribution of tasks to ensure employees have sufficient support and resources in carrying out their work. In addition, there needs to be a review of the compensation structure to ensure that employees feel valued and fair in receiving wages according to their responsibilities. By making these improvements, organizations can increase employee satisfaction and work productivity, as well as create a more productive and harmonious work environment.

According to Dessler (2015), job description is a list of positions, responsibilities, reporting relationships, job conditions and responsibilities. Based on several expert opinions above, it appears that job description is a brief description of the duties and responsibilities of a position. Job description is a guideline, instruction and direction of action for workers to carry out work in accordance with their duties and responsibilities. Therefore, with a job description, it is expected that employees can carry out tasks well to create optimal performance. Job description means a written statement that describes the obligations, working conditions, and other aspects of a specific position (Dharma et al., 2020).

In this study, there are similar significant results with previous research conducted by Syafrina, E., Sidabutar, S., Herdiani, L., Sihombing, E., & Nurmala, N. (2022), Perteka, I. W. E. S., Mitariani, N. W. E., & Imbayani, I. G. A. (2020), Jenita, N. K. S. (2023), Nugraha, A. P., Aulawi, H., & Yudiardi, D. (2020), and Budiarmo, E. P., & Widagdo, S. (2022) which state that there is a direct positive and significant effect of job description on employee work productivity.

### **The Effect of Work Discipline on Employee Work Productivity**

Based on the fifth hypothesis, work discipline influences employee work productivity. After testing and data analysis, the results show that work discipline has a significant effect on the

work productivity of employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency, proving the hypothesis H5 is accepted.

This may be due to aspects of work discipline related to employee work productivity in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency. The aspects of work discipline are preventive, corrective and progressive discipline. The indicator perceived best by respondents is the use of work time given by the organization. Respondents assess that the existing work time is used well by individuals to pursue targets given by the organization or government agency without wasting much time in the established work standards (Z1). This shows that employees have a high awareness of the importance of efficiency and productivity in work, and understand the importance of maximizing available time to achieve expected results.

This optimal use of work time reflects a disciplined and structured work culture in the Protocol and Leadership Communication Division. Thus, employees can focus more on assigned tasks and work more effectively. This also contributes to the achievement of overall organizational targets, because each individual tries to make the best use of work time to achieve set goals. This discipline in the use of work time shows that employees have a strong commitment to their responsibilities and value time as a valuable resource.

However, the indicator perceived less favorably by respondents is the level of absenteeism as a measure of employee discipline (Z3). Respondents feel that the level of attendance or frequency of absenteeism is still a problem in assessing work discipline. Although high attendance shows discipline, there are still employees who have a fairly high level of absenteeism, indicating a problem in attendance discipline. This shows that although there is awareness about the importance of efficient use of work time, absenteeism issues still need more attention.

To overcome this problem, organizations need to evaluate attendance policies and find solutions that can improve employee attendance rates. A more personal approach or better incentives may be needed to encourage employees to be more disciplined in attendance. In addition, organizations also need to understand the main causes of high absenteeism rates and find ways to overcome them, such as through employee welfare programs or improving the work environment. Thus, it is expected that discipline in terms of attendance can be improved, so that overall work discipline in the Protocol and Leadership Communication Division of the Regional Secretariat of Bondowoso Regency becomes better.

This study shows significant similarities in results with previous research conducted by Syafrina, E., Sidabutar, S., Herdiani, L., Sihombing, E., & Nurmala, N. (2022), Lumintang, D. F. (2022), Nugraha, A. P., Aulawi, H., & Yudiardi, D. (2020), Priyambodo, A., & Nugraha, A. (2019), Rumondor, A. A., Maramis, J. B., & Lumanauw, B. (2023), Susanti, S., Widagdo, S., & Dahliani, Y. (2024), and Marsuhin, M., Widagdo, S., & Murtadlo, M. (2018), which state that work discipline positively influences employee work productivity.

### **The Effect of Coordination on Employee Work Productivity through Work Discipline**

Based on the sixth hypothesis, coordination influences employee work productivity through work discipline. After testing and data analysis, the results show that the indirect effect of coordination (X1) on employee work productivity (Y) through the intervening variable of work discipline (Z) is 0.133, which is smaller than the direct effect of the coordination variable (X1) on employee work productivity (Y) at 0.150. The total effect of the coordination variable (X1) on employee work productivity (Y) is 0.272, with a direct effect of 0.150 and an indirect effect of 0.133. The analysis results indicate that coordination has a stronger direct effect on employee work productivity compared to the indirect effect through work discipline. The direct effect of 0.150 shows that good coordination directly increases employee productivity, possibly because effective coordination ensures smoother workflow, reduces confusion, and improves efficiency in task execution. Although the indirect effect through work discipline at 0.133 is smaller than the direct effect, it still demonstrates that work discipline plays an important role in mediating the relationship between coordination and work productivity. High work discipline, driven by good coordination, contributes to increased productivity, albeit to a lesser extent than the direct effect.

The total effect of coordination on employee work productivity of 0.272 (0.150 direct effect + 0.133 indirect effect) shows that coordination is a significant factor in increasing employee work productivity. This confirms that in addition to its direct impact, coordination also enhances work discipline, which then contributes to increased productivity. From these results, it can be concluded that to increase employee work productivity, management needs to focus on improving coordination. Steps such as improving communication, ensuring task clarity, and organizing effective workflows will directly increase productivity. Additionally, efforts to improve work discipline through coordination mechanisms should continue because, although its influence is smaller, work discipline remains an important factor in achieving optimal productivity. Thus, these results provide a comprehensive picture of how coordination affects work productivity both

directly and through work discipline, and underline the importance of good coordination management in organizations.

### **The Effect of Job Description on Employee Work Productivity through Work Discipline**

Based on the seventh hypothesis, job description influences employee work productivity through work discipline. After testing and data analysis, the results show that the indirect effect of the job description variable (X2) on employee work productivity (Y) through the intervening variable of work discipline (Z) is 0.418, which is greater than the direct effect of the job description variable (X2) on employee work productivity (Y) at 0.060. The total effect of the job description variable (X2) on employee work productivity (Y) is 0.235, with a direct effect of 0.060 and an indirect effect of 0.418.

The analysis results show that the indirect effect of job description on employee work productivity through work discipline (0.418) is much larger than its direct effect (0.060). This indicates that a clear and detailed job description has a significant impact on increasing work discipline, which then substantially increases employee productivity. Work discipline acts as a crucial intervening variable in the relationship between job description and work productivity. A good job description enhances employees' understanding of their tasks and responsibilities, which in turn increases their work discipline. This high work discipline then contributes significantly to increasing employee work productivity.

The total effect of job description on employee work productivity of 0.235 (with an indirect effect of 0.418 and a direct effect of 0.060) shows that although its direct effect is relatively small, job description remains an important factor in increasing work productivity through work discipline. This confirms that to achieve optimal productivity, organizations need to focus on developing clear and comprehensive job descriptions. From these results, it can be concluded that improving clarity and detail in job descriptions is key to increasing employee work productivity through enhanced work discipline. Management needs to ensure that each employee clearly understands their tasks and responsibilities, and has the appropriate competencies to carry out these tasks. This can be achieved through appropriate training, effective communication, and continuous monitoring to ensure that employees remain disciplined in carrying out their duties. Thus, these results provide a clear picture of the importance of job descriptions in influencing employee work productivity through work discipline, and emphasize the need for effective management in the development and implementation of job descriptions to achieve desired productivity goals.

## CONCLUSION

Based on the research findings described in Chapter IV, the conclusions in this research are as follows:

1. The test results prove that coordination has a significant effect on the work discipline of employees of the Protocol and Communication Section of the Regional Secretariat of Bondowoso Regency. This shows that good coordination between employees can improve their work discipline, because effective coordination helps organize tasks and responsibilities clearly, so that it is easier for employees to follow the established work rules and schedules.
2. The test results prove that the job description has a significant effect on the work discipline of employees of the Protocol and Communication Section of the Regional Secretariat of Bondowoso Regency. This shows that clear and detailed job descriptions can improve employee work discipline, because employees understand well what is expected of them and can work according to the specified duties and responsibilities.
3. The test results prove that coordination has a significant effect on the work productivity of employees of the Protocol and Communication Section of the Regional Secretariat of Bondowoso Regency. This shows that effective coordination between employees can increase work productivity, because good communication and structured cooperation enable the completion of tasks efficiently and on time.
4. The test results prove that the job description has a significant effect on the work productivity of employees of the Protocol and Communication Section of the Regional Secretariat of Bondowoso Regency. This shows that clear job descriptions can increase employee work productivity, because with a good understanding of roles and responsibilities, employees can work more focused and directed, so that work results are more optimal.
5. The test results prove that work discipline has a significant effect on the work productivity of employees of the Protocol and Communication Section of the Regional Secretariat of Bondowoso Regency. This shows that a high level of work discipline can increase employee productivity, because disciplined employees tend to work more regularly, consistently and according to a predetermined schedule, resulting in better work output.



6. The test results prove that there is an indirect effect of coordination on employee work productivity variables through the intervening variable work discipline of employees in the Protocol and Communication Section of the Regional Secretariat of Bondowoso Regency whose value is smaller than the direct effect. This shows that coordination does not require an intermediary variable of work discipline to influence employee work productivity because the coordination variable already contains aspects of employee work discipline.
7. The test results prove the indirect influence of the job description variable on employee work productivity through the intervening variable of employee work discipline in the Protocol and Communication Section of the Regional Secretariat Leadership of Bondowoso Regency whose value is greater than the direct influence. This shows that the employee job description variable is too broad to measure employee work productivity. Because the job description indicator refers to the theory of employee needs, employee work discipline is needed so that the job description leads to increasing employee work productivity, not necessarily fulfilling needs by ignoring work productivity.

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