

PRODUCTIVITY VIEWED FROM ORGANIZATIONAL DEVELOPMENT, COMMITMENT, AND WORK CULTURE IN HEALTH HIGHER EDUCATION

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ABSTRACT

The purpose of this study was to analyze the effect of organizational development, commitment and work culture toward the work productivity of the employees of the STRADA Indonesia - Institute of Health Sciences. The research method used in this research is descriptive method with a quantitative approach. The location of the research was carried out at the STRADA Indonesia - Institute of Health Sciences (IIK) with 61 lecturers and education staff as the respondents. The instrument used is a questionnaire regarding organizational development, commitment, culture and employee's work productivity. The results of this study indicated that both partially and simultaneously organizational development, commitment and work culture affected the work productivity of STRADA Indonesia - Institute of Health Sciences employees. And the most dominant effect on productivity was work culture, which meant that a positive work habits that grew in the organization had to be maintained in order to continue to increase employee's work productivity at the STRADA Indonesia - Institute of Health Sciences (IIK).

Keywords: *Work productivity, organizational development, commitment and work culture.*

INTRODUCTION

Higher education is a form of organization which is in organizational practice there is a process of investing in human resources by increasing knowledge, skills, and organizational attitude requirements including technical, professional and managerial provision (Spiegel & Rodríguez, 2016) and (Wahyuliani & Suwandana, 2019). The system implemented in Higher Education must have high accountability to society, efficient organizational operations, produce quality graduates, have transparent internal management and meet standards (Kadarisman, 2017) and (Ayuni & Wijaya, 2019).

Universities are required to continue to be able to develop themselves for the survival of the organization and the realization of the vision and mission of the tertiary institution. The success or failure of an organization's journey is determined by the productivity of the human resources in it. Employees are human resources who have a role in going back and forth as well as the existence of the institution (Ekowati et al, 2021).

Productivity can be assessed from what an employee has done at work or how the employee carries out his work (Heri, 2019). Lecturers,

educational staff and support staff need to evaluate the extent to which employee productivity has been achieved by each employee. Whether in carrying out the duties and responsibilities in accordance with the duties and functions of the work given. It is expected that the quality of higher education institutions will continue to increase as employee productivity increases. Productivity is of course inseparable from the existence of an ever-growing organization that fosters commitment and a positive work culture in every employee.

Ambarwati (2018) stated that higher education institutions are non-profit organizations whose aim is not solely to seek profit, but also to maintain their existence by providing the best service to the public user. It is time for Indonesian tertiary institutions not only to be oriented towards producing as many graduates as possible, but also to produce graduates who have high quality, have a competitive skills, proficient, skilled and have selling points when entering the world of work. This is also a consideration that the development of higher education organizations must keep being improved in order to achieve these goals.

Organizational development will affect the increase in organizational effectiveness. This

effectiveness is also included in efforts to improve an organization's ability to adapt to environmental changes and changes in the behavior of organizational members (Robbins, 2010). An effective organization is one that is capable of fundamentally planned changes in the entire system, structure, culture, group dynamics, quality of human resources, and business strategy. (Ferlan A, 2016).

According to Sudiro (2018), the power of encouraging change can come both from internal and external organizational factors. External factors which affect the organization are the increasing scarcity of resources, government regulations, increasing costs and interest rates, higher levels of education in the labor market, consumer boycotts, and increasingly the extreme competition in global markets. The factors that are influenced from within the organization are the existence of a new strategy from top managers to increase long-term growth, the existence of new technology in the form of computer use and automation, and employee attitudes, namely changes in employee attitudes.

Mentari and Anandita (2020) stated that commitment can be realized if each individual in the organization can carry out their rights and obligations according to their respective duties and functions. According to Yuniarsih (2011), if the employee's work commitment is lower than the vision and mission of the institution, then this will affect the productivity of the organization, consequently it will have an impact on the sustainability of an organization.

Work commitment shows employee involvement in carrying out work with enthusiasm (Bedarkar & Pandita, 2018). Committed employees will dedicate themselves and be able to carry out more tasks than management expects. High commitment is of course very necessary to increase output and gain a sustainable competitive advantage (Sharma & Dhar, 2019). Setiawan & Ritonga (2017) revealed that to foster commitment, leaders also need to know the needs of employees. Employees who have a high commitment will work happily and see their work not as a burden

In addition to the commitment to the success of an organization, it cannot be separated from the work culture formed by the organization itself. The company as an organization cannot be separated from a culture that contains shared philosophy, ideology, values, assumptions, beliefs, attitudes, and norms. (Nia Nadila, 2023). The work culture occurs when an organization faces a problem related to the sustainability of the organization, of

course this concerns changes that occur both internally and externally (Kosasih, 2018).

Work culture is a binding demand given to employees, because the work culture can be formally manifested as rules and regulations that must be obeyed by employees. The work culture is a set of behavior patterns that are inherent in each individual in the organization (Riadi, 2019). By implementing a good work culture, this means building a spirit of mutual cooperation, increasing togetherness, mutual openness between one employees and others, a stronger family spirit, including employee work productivity will also increase (Kurniawan, et al, 2019).

IJK STRADA Indonesia as a health university in East Java, which is currently undergoing an organizational development process, is trying to continue to innovate in developing its institutions. The commitment of employees, both lecturers and educational staff, is very much needed. Lecturers are required to be more orderly in carrying out the Tridharma of higher education, be it teaching, research and community service. Education personnel are expected to show dedication and loyalty in carrying out their duties and responsibilities. Including in terms of order in implementing regulations that apply in tertiary institutions.

The development of higher education organizations, commitment and work culture is expected to be able to increase employee work productivity, starting from the academic side, quality and service, as well as higher education facilities and infrastructure. This study aims to determine the effect of organizational development, commitment, and work culture on the work productivity of employees of higher education institutions of health. Productivity continues to increase; it is hoped that the IJK STRADA Indonesia-Kediri institution will continue to develop and be sustainable.

Literature Review

Organizational Development

Organizational development is the systematic application of behavioral science at various levels of groups, intergroups, and the organization as a whole to make a change for the better (Sudiro, 2018). The purpose of developing the organization is to improve the quality of performance, productivity, adaptability and effectiveness. The organizational development of a tertiary institution, according to Sonedi (2018), in an effort to optimize the quality and service of tertiary institutions, especially at private tertiary institutions, they must adapt internal and external

demands. The general characteristics found in the development of educational organizations, namely in the implementation of organizational development, must cause changes according to what is planned (Moekijat, 2010).

Planned change carried out by an organization is a change activity that is intentional and oriented towards organizational goals (Sudiro, 2018). He continued in his explanation that this development was marked by several indicators of change, including structural, technological, physical, and human resources. Cummings & Worley (2015) stated that there are major trends that shape organizational development including globalization, information technology and managerial innovation.

Commitment

Mathis and Jackson (2016) stated that the work commitment is the degree to which employees can fully trust and accept company goals and are willing to stay and will not leave the company for a long time. Commitment according to Wibowo (2012) is a feeling of identification, loyalty and involvement directed by employees towards an organization or organizational unit. Riyanto, Sutrisno & Ali (2017) revealed that work commitment is the level of individual relationship that views or compares himself and his work in a job. Employees with high commitment will feel that these employees will see themselves as an integral part of the organization, these employees will work creatively and be involved in achieving the vision and mission of the organization. (Perera, et al. 2018).

Allen and Meyer (1990) stated that there are three aspects that characterize commitment, namely affective commitment where this commitment focuses on the existence of values and goals between the company and employees. This is indicated by the possibility that employees want to remain in the company and play a role in advancing the company, continuance commitments where in this commitment employees work because of the salary or other benefits they will get, and normative commitments that occur because employees are under pressure from other parties, both internally and externally. Ivancevich, Konopaske, and Matteson (2008) stated that there are three indicators of attitudes that show commitment to work in the organization, including understanding and appreciation of organizational goals (identification), a feeling of being involved in a job or task of the organization (involvement), and the presence of feelings of loyalty to the organization.

Work Culture

A strong culture is a useful tool for directing behavior, because it can help employees do their jobs better (Kosasih, 2018). The work culture is a philosophy based on a view of life as values, then it becomes a trait, a habit and a driving force to be cultured in a group, then it will be reflected in attitudes, behaviors, ideals, and actions that are manifested as work or work (Gering & Triguno, 2011). The work culture that is built within an organization will change the attitude and behavior of human resources in increasing their work productivity. The work culture is closely related to maintaining employee mentality and influences employee performance, and this culture will also determine the success of an organization (Candrawardhani, 2022).

According to Robbins (2006), if there are several characteristics that are indicators of internal culture, namely: (1) Individual initiative, namely the extent to which the organization gives freedom to each employee to express opinions or ideas in carrying out tasks, (2) Direction, namely, the extent to which the leader of an organization can clearly describe the vision and expectations of the organization, so that each employee is able to translate it into activities that lead to the achievement of organizational goals and aspirations, (3) Integration, namely how an organization can encourage each organizational unit or each department within the organization with a well-coordinated system. According to Moeljono (2005) the dimensions used to measure work culture are Integrity, Professionalism, Satisfaction, and Exemplary.

Productivity

Heri (2019) stated that in the implementation of education, productivity can be seen from three dimensions, they are: (1) reviewing the productivity of administrative output, namely how much and how well the services are provided in the education process, both by teachers (lecturers), school principals (rector) and its structural staff, as well as other interested parties (educational staff). (2) reviewing productivity in terms of behavior change output, namely by looking at the values obtained from students, both in terms of academic and non-academic achievements that have been achieved during the study period and after the study period (graduates), and (3) review productivity from an economic perspective, namely related to the financing of educational services. This includes the "price" of the service provided along with the "gain" generated by the service.

Ajabar (2020) stated there are factors that affect productivity, namely Knowledge, Skills, Abilities, and Attitudes. The indicators used in measuring work productivity according to Simamora (2015) include Work Quantity, Work Quality, and Timeliness. Sedarmayanti (2018) revealed that the dimensions of productivity can be measured from several aspects, including Efficiency, Effectiveness, Quality.

RESEARCH METHODS

The research method used in this research is descriptive method with a quantitative approach.

The location of the research was conducted at STRADA Indonesia - Institute of Health Sciences with 61 respondents. As revealed by Sugiyono (2017) that quantitative data is obtained through a device such as a questionnaire and a questionnaire whose results are in the form of numbers and the results are then measured and conclusions drawn. The questionnaire used in this study was a direct questionnaire aimed at IIK STRADA Indonesia - Kediri employees, both lecturers and education staff.

This study uses four instruments with the variables to be examined are as follows:

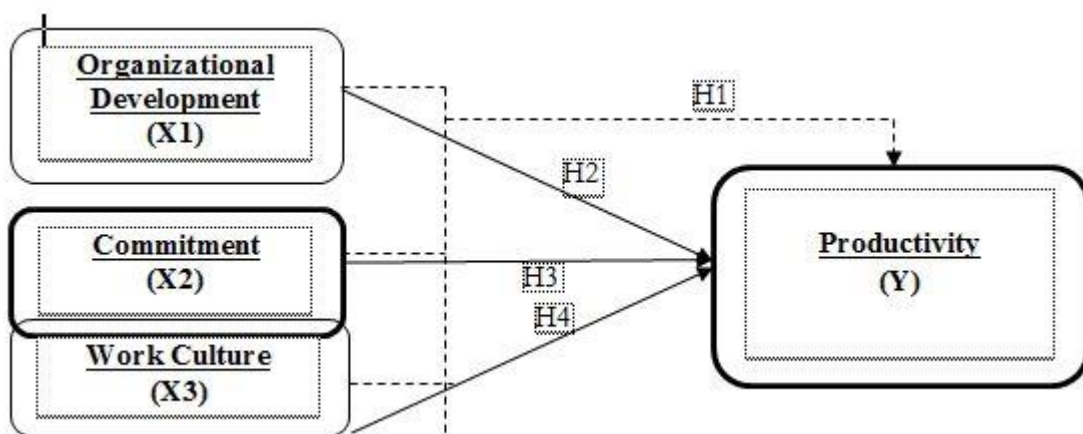


Figure 1 Conceptual Framework

RESULT AND DISCUSSION

Before being carried out the regression analysis, a classical assumption test was also carried out to find out whether the regression

model that was made was good or not. The classic assumption test used in this study is as follows:

Table 1 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		61
Normal Parameters ^{a,b}	Mean	0.000000
	Std. Deviation	0.11650942
Most Extreme Differences	Absolute	0.097
	Positive	0.077
	Negative	-0.097
Test Statistic		0.097
Asymp. Sig. (2-tailed)		.200 ^{c,d}

According to Ghozali (2016), to carry out a normality test, it can be done using the Kolmogorov-Smirnov statistical test, if the significance of the test is more than 0.05, it can be said that the data is normally distributed.

The data normality test is also continued based on the residual data P-P plot, shown in the figure below:

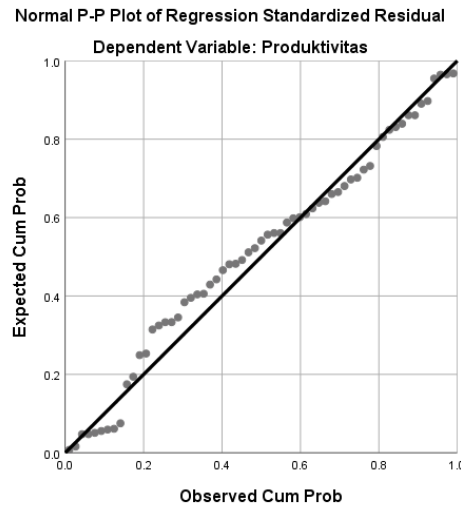


Figure 2 Normality Test Result Plot P-P

The picture above shows that in the P-P plot the residual data is around and follows the direction of the diagonal line, so the residuals are normally distributed.

Table 2 Multicollinearity Test Results

Variabel	Tolerance	VIF
Organizational Development (X1)	0.589	1.697
Commitment (X2)	0.280	3.577
Work Culture (X3)	0.318	3.144

Based on the provisions of the multicollinearity test, it is known that the VIF value of the three variables is less than 10. So it can be concluded that the three variables do not have multicollinearity, and the data is feasible to be used as a measuring tool to test the decision variable.

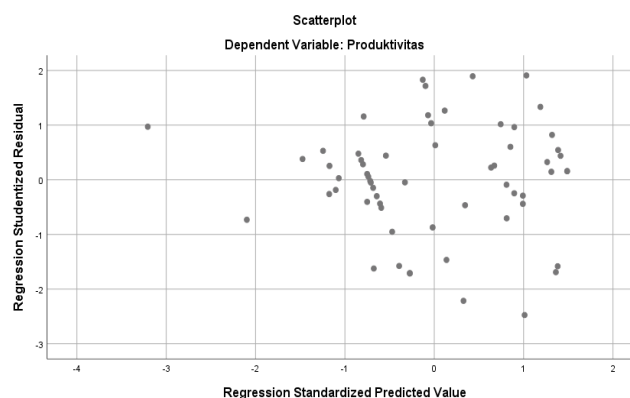


Figure 3 Heteroscedasticity Test Skaterplot

The picture above shows that the points spread from top to bottom on the Y axis, and the distribution of the points does not form a certain pattern, so it can be concluded that in this regression test, there is no heteroscedasticity problem.

Table 3 Autocorrelation Test Results

Information	DU	4-DU	DW
Score	1.65	2.35	1.865

The table above shows that the results of the Durbin Watson (DW) calculation obtained $1.65 < 1.865 < 2.35$, which means that there is no autocorrelation in the regression equation model.

Multiple Linear Regression

The data analysis technique in this study uses multiple linear regression analysis. Multiple

linear regression is a regression model that involves more than one independent variable (Ghozali 2018). This analysis was conducted to determine the effect of the independent variables on the dependent variable simultaneously. The findings from this study are as follows.

Table 4 Regression Coefficient

		Coefficients ^a			
		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Model		B	Beta		
1	(Constant)	0.011		0.065	0.949
	Organizational Development	0.106	0.105	2.407	0.019
	Commitment	0.135	0.128	2.011	0.049
	Work Culture	0.753	0.793	13.307	0.000

Based on the table above, the regression equation can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

So that:

$$Y = 0.011 + 0.106X_1 + 0.135X_2 + 0.753X_3$$

Based on the regression equation above shows that:

1. A constant value of 0.011 means that if organizational development (X1, Commitment (X2), and Work Culture (X3) have a fixed value or have no effect at all, then Productivity (Y) has a value of 0.011.
2. The regression coefficient for the organizational development variable (X1) is 0.106, meaning that if the organizational development variable (X1) changes one unit, the productivity variable (Y) will increase 0.106 or 10.6%.
3. The regression coefficient for the commitment variable (X2) is 0.135, meaning that if the commitment variable (X2) changes one unit, the

productivity variable (Y) will increase 0.135 or 13.5%.

4. The regression coefficient for the work culture variable (X3) is 0.753, meaning that if the work culture variable (X3) changes one unit, the productivity variable (Y) will increase 0.753 or 75.3%.

F Test

This test is carried out to show that all the independent variables included together have a simultaneous effect on the dependent variable. This test is carried out by comparing the value of $F_{count} > F_{table}$, then H_0 is rejected and H_a is accepted. (Ghozali, 2016). In this research, the independent variables include organizational development, commitment, and work culture, while the dependent variable is productivity, with the following statistical test results:

Table 5 F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.834	3	3.945	276.064	.000 ^b
	Residual	.814	57	.014		
	Total	12.648	60			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Work Culture, Organizational Development, Commitment

Based on the hypothesis testing conducted, it shows that organizational development, commitment, and work culture simultaneously have a significant influence on the work productivity of IIK STRADA Indonesia employees with a sig. 0.000 < 0.05 on the F test. According to Ghozali (2016), if the significance value of F < 0.05 then Ho is rejected and Ha is accepted, meaning that there is a significant influence between organizational development (X1), commitment (X2), and work culture (X3) simultaneously on productivity (Y). So it can be concluded that H1 is accepted, which means that organizational development, commitment and work culture have a significant influence on the work productivity of IIK STRADA Indonesia employees.

Based on these results, work culture simultaneously has the greatest influence among the other three independent variables, which is equal to 0.753. Then followed by work

commitment of 0.135, and the last is organizational development of 0.106. The results of this test show that a good work culture in the institutional environment is more effective in increasing work productivity at IIK STRADA Indonesia-Kediri, because the better the work culture that grows in the work environment, the resulting productivity will also increase.

T Test

This test is to show the effect of the independent variable on the dependent variable. This test is carried out by comparing the difference between the mean value and the standard error of the difference in the mean of the two samples. (Ghozali, 2016). In this study, the independent variables include organizational development, commitment, and work culture, while the dependent variable is productivity, with statistical test results which is shown in the table as follows:

Table 6 T Test Result

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	0.011		0.065	0.949
	Organizational Development	0.106	0.105	2.407	0.019
	Commitment	0.135	0.128	2.011	0.049
	Work Culture	0.753	0.793	13.307	0.000

Based on the table above, it can be seen that the influence of organizational development, commitment, and work culture partially on the work productivity of IIK STRADA Indonesia-Kediri employees with a significant level of 0.05, based on statistical tests is as follows:

Organizational Development on Work Productivity

Organizational development partially has an influence on the work productivity of IIK STRADA Indonesia employees with sig. 0.019 < 0.05 on the t test. So it can be concluded

that H2 is accepted, which means that partially organizational development has an influence on the work productivity of IIK STRADA Indonesia employees.

The organizational development of a tertiary institution, according to Sonedi (2018), is an effort to optimize the quality and service of tertiary institutions, especially private tertiary institutions which must adapt to internal and external demands. In accordance with the test results it is known that the organizational development in IIK STRADA Indonesia has encouraged employees to work more productively. The IIK STRADA Indonesia institution is currently developing, various innovations and changes are continuously being made so that the organization can develop as expected. Starting from the status of tertiary institutions, accreditation, and other developments according to the indicators described in this study. Employees are motivated so that the institution where they work can develop better in accordance with the vision and mission of the organization, thereby encouraging them to increase their productivity at work.

The results of this study are in accordance with previous research. Fahiem and Gilang (2020) stated that organizational development has a positive influence on employee performance at PT Dirgantara Indonesia. Edwin E, et al (2019) stated that in order to maintain organizational sustainability, one must have the ability to be flexible and adaptive to change. If the institution wants to meet the needs of the times, the internal must adapt to these external factors. Information technology collaboration and development is needed to support adaptability. Teeraset, et al (2022) also stated that meeting higher education development standards in Thailand in 2018 is developing human resources, research, building relationships with the community, creating added value through local cultural arts, flexibility towards good governance.

Based on the descriptive analysis, it is explained that globalization is the indicator that has the most influence on the organizational development process. This is shown by the organization that is able to open up to new markets and be able to move to international boundaries. Globalization in organizations has developed very well, can be identified by the existence of wider international cooperation, graduates are able to compete in the international market, try to follow trends not only at the national but also international level, and participate in cross-country activities or organizations.

Commitment on Work Productivity

Partial commitment has an influence on the work productivity of IIK STRADA Indonesia employees with a sig. $0.049 < 0.05$ on the t test. According to Ghazali, if the significance value of $t < 0.05$ then H_0 is rejected and H_a is accepted, it means that there is a significant influence between commitment (X2) on productivity (Y). So it can be concluded that H3 is accepted. Even though the significance value is almost close to 0.05, partially commitment still has an influence on the work productivity of IIK STRADA Indonesia employees.

Employee commitment is an important factor in achieving organizational success. Employees with high commitment will feel that these employees will see themselves as an integral part of the organization, these employees will work creatively and be involved in achieving the vision and mission of the organization. (Perera, et al. 2018). Based on the test results, it means that commitment also affects the work productivity of employees at IIK STRADA Indonesia. The work commitment of employees at IIK STRADA Indonesia must be further improved, especially for some employees who are still reluctant to devote themselves to continue working at IIK STRADA Indonesia, because the higher the commitment they have, the work productivity will also increase. This is also in accordance with research by Fauzi and friends (2022), in which proves that commitment and job satisfaction affect employee work productivity.

Based on the descriptive analysis, it was explained that engagement is the indicator that has the most influence on employee work commitment. This means that employees have a feeling of being involved in the work or duties of the organization. Employees have responsibility for the duties and authority assigned, are active in every organizational activity, have enthusiasm at work, and are always involved in organizational tasks.

Work Culture on Work Productivity

Work culture partially has a significant influence on the work productivity of IIK STRADA Indonesia employees with a sig. $0.000 < 0.05$ on the t test. According to Ghazali, if the significance value of $t < 0.05$ then H_0 is rejected and H_a is accepted, it means that there is a significant influence between work culture (X3) on productivity (Y). So it can be concluded that H4 is accepted. It can be interpreted that partially work culture has a significant influence on the work

productivity of IIK STRADA Indonesia employees.

Work culture is a habit that is carried out by an employee repeatedly in an organization. Morally, these habits have been agreed and must be obeyed in everyday work life, this is done in order to achieve organizational goals (Nawawi, 2013). Based on the test results, it means that work culture also influences the work productivity of employees at IIK STRADA Indonesia. The positive work culture that grows within the IIK STRADA Indonesia environment must be maintained in order to continue to increase employee work productivity.

The results of this study are in accordance with previous research. Hernawati (2020) stated that work discipline and work culture affect the performance of Bengkulu City PDAM employees. Ekowati S, et al (2021) also stated in her research that the variables of work attitude, individual characteristics, and organizational culture have a significant effect on the productivity of Bengkulu Muhammadiyah University employees.

Based on the descriptive analysis, it can be seen that the work culture that has the most influence is the integrity indicator. This is indicated by the consistency of employees in acting in accordance with organizational values and policies. This integrity is identified by the attitude and character of employees who are honest at work, discipline at work, they always follow regulations, and maintain applicable norms.

CONCLUSION

Based on the results of the analysis and discussion regarding the influence of organizational development, commitment and work culture on the work productivity of IIK STRADA Indonesia-Kediri employees, a conclusion can be drawn as follows:

1. Organizational development, commitment and work culture simultaneously have an influence on the work productivity of IIK STRADA Indonesia-Kediri employees. The test results of the three variables show that work culture is the variable that has the most influence on employee work productivity at IIK STRADA Indonesia. A good work culture in the institutional environment is more effective in increasing work productivity at IIK STRADA Indonesia-Kediri, because the better the work culture that grows in the work environment, the resulting productivity will also increase.
2. Organizational development in IIK STRADA Indonesia has encouraged employees to work more productively. Employees are motivated so

that the institution where they work can develop better in accordance with the vision and mission of the organization, thereby encouraging them to increase their productivity at work. Globalization is the most influential indicator on the organizational development process. This is shown by the organization being able to open up to new markets and being able to move to international boundaries. IIK STRADA Indonesia has massively carried out international collaborations, graduates are able to compete in the international market, try to follow trends not only at the national level but also at the international level, and participate in cross-country activities or organizations.

3. Commitment partially has an influence on the work productivity of IIK STRADA Indonesia-Kediri employees. The higher the employee commitment, the better the employee productivity. Involvement is the most influential indicator on employee work commitment. This means that employees have a feeling of being involved in the work or duties of the organization, employees have responsibility for the tasks and authority assigned, are active in every organizational activity, have enthusiasm at work, and are always involved in organizational duties.
4. Work culture has partially influenced the work productivity of IIK STRADA Indonesia-Kediri employees. The positive work culture that grows within the IIK STRADA Indonesia environment must be maintained in order to continue to increase employee work productivity. Integrity is the indicator that mostly influences the work culture, this is shown by the consistency of employees in acting in accordance with organizational values and policies, the attitude and character of employees who are honest at work, discipline at work, always follow the regulations, and maintain applicable norms in organization.

SUGGESTION

Based on the results of the research and discussion in the previous chapter, several suggestions can be taken that can be used as consideration for further research and as input for related institutions. The suggestions are as follows:

1. IIK STRADA Indonesia is expected to continue to be able to innovate and make changes so that the organization can develop as expected. Starting from the status of tertiary institutions, accreditation, as well as other developments such as structure, physics, human resources, information technology, globalization and

managerial policies as discussed in the previous chapter. It is hoped that the organizational structure in IIK STRADA Indonesia can be carried out more optimally, so that the coordination process between leaders and executors can run even better. Continuous development is expected to serve as a stimulus for employees who are always motivated so that the institutions where they work can develop better in accordance with the vision and mission of the organization, thus will be encouraging them to increase their productivity at work.

2. The work commitment of employees at IIK STRADA Indonesia must be further enhanced, especially for some employees who are still reluctant to devote themselves to continue working at IIK STRADA Indonesia. Management can make reward policies that are adjusted to the existing workload, so as to motivate employees to be more comfortable at work and to be more committed to the organization. The higher the commitment they have, the work productivity will also increase.
3. Procedures of Operational Standard must be strictly implemented even to the reward and punishment policies that are applied strictly. Two-way communication between leaders and executors must also be optimized. The positive work culture that grows within the IIK STRADA Indonesia environment must be maintained in order to continue to increase employee work productivity.
4. For future researchers, it can be continued with research on other variables that might affect productivity such as workload, motivation, punishments and rewards that have not been discussed in this study, so that there will be more variations in the following research findings and problems.

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