

# THE EFFECT OF TRAINING AND DEVELOPMENT, ORGANIZATIONAL CULTURE, AND CAREER GROWTH ON EMPLOYEE PRODUCTIVITY IN STATE-OWNED ENTERPRISES

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**Abstrak.** Penelitian ini mengkaji pengaruh pelatihan dan pengembangan, budaya organisasi, dan pertumbuhan karier terhadap produktivitas karyawan di Badan Usaha Milik Negara (BUMN). Dengan menggunakan pendekatan kuantitatif, data dikumpulkan dari karyawan BUMN dan dianalisis menggunakan Structural Equation Modeling (SEM-PLS). Temuan penelitian mengungkapkan bahwa ketiga faktor tersebut berkontribusi secara signifikan terhadap produktivitas karyawan, dengan pertumbuhan karier memiliki pengaruh paling kuat, diikuti oleh pelatihan dan pengembangan serta budaya organisasi. Hasil penelitian ini menyoroti peran penting peluang kemajuan karier dalam meningkatkan motivasi dan kinerja karyawan. Penelitian ini mendukung teori Resource-Based View (RBV), yang menekankan pentingnya strategis investasi modal manusia. Selain itu, temuan penelitian ini sejalan dengan Job Characteristics Model dan Self-Determination Theory, yang menunjukkan bahwa karyawan lebih produktif ketika diberikan pekerjaan yang bermakna, pengembangan keterampilan, dan peluang kemajuan karier. Berdasarkan temuan penelitian ini, disarankan agar BUMN memprioritaskan program pengembangan karier, menerapkan inisiatif pelatihan berkelanjutan, dan menumbuhkan budaya organisasi yang positif untuk memaksimalkan produktivitas. Penelitian di masa depan dapat mengeksplorasi faktor-faktor tambahan seperti keseimbangan kehidupan kerja, gaya kepemimpinan, dan transformasi digital untuk lebih memahami dinamika produktivitas di BUMN.

**Kunci:** Produktivitas Karyawan, Pelatihan dan Pengembangan, Budaya Organisasi, Pertumbuhan Karir, Badan Usaha Milik Negara (BUMN), Sumber Daya Manusia, Pandangan Berbasis Sumber Daya (RBV), Model Karakteristik Pekerjaan, Teori Penentuan Nasib Sendiri.

**Abstract** This study examines the influence of training and development, organizational culture, and career growth on employee productivity in State-Owned Enterprises (SOEs). Using a quantitative approach, data were collected from employees of SOEs and analyzed using Structural Equation Modeling (SEM-PLS). The findings reveal that all three factors significantly contribute to employee productivity, with career growth having the strongest effect, followed by training and development and organizational culture. These results highlight the critical role of career advancement opportunities in enhancing employee motivation and performance. The study supports the Resource-Based View (RBV) theory, emphasizing the strategic importance of human capital investment. Additionally, the findings align with the Job Characteristics Model and Self-Determination Theory, indicating that employees are more productive when provided with meaningful work, skill development, and career progression opportunities. Based on these findings, it is recommended that SOEs prioritize career development programs, implement continuous training initiatives, and foster a positive organizational culture to maximize productivity. Future research could explore additional factors such as work-life balance, leadership styles, and digital transformation to further understand productivity dynamics in SOEs

**Keywords:** Employee Productivity, Training and Development, Organizational Culture, Career Growth, State-Owned Enterprises (SOEs), Human Capital,

## Resource-Based View (RBV), Job Characteristics Model, Self-Determination Theory

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## INTRODUCTION

Employee productivity is a pivotal determinant of organizational success, serving as a critical indicator of operational efficiency and competitiveness. In the context of State-Owned Enterprises (SOEs), which play a significant role in national economies by providing essential services and employment opportunities, understanding the factors that influence employee productivity is of paramount importance. This research examines the impact of training and development, organizational culture, and career growth on employee productivity within SOEs.

Training and development initiatives are fundamental components of human resource management, aimed at enhancing employees' skills, knowledge, and competencies. Effective training programs not only improve individual performance but also contribute to organizational goals by fostering a competent and adaptable workforce. In SOEs, where bureaucratic structures may impede rapid adaptation to market changes, continuous training and development are essential to maintain productivity and service quality. Empirical studies have demonstrated that targeted training programs positively influence employee performance and organizational outcomes (Noe et al., 2021).

Organizational culture, defined as the shared values, beliefs, and norms within an organization, significantly affects employee behavior and productivity. A positive organizational culture fosters employee engagement, job satisfaction, and commitment, leading to enhanced performance. Conversely, a negative culture can result in low morale, high turnover, and reduced productivity. In the unique environment of SOEs, where public accountability and political influences are prevalent, cultivating a supportive organizational culture is crucial for sustaining employee motivation and productivity. Research indicates that a strong organizational culture positively correlates with improved employee performance (Powley & Cameron, 2020).

Career growth opportunities, encompassing promotions, skill development, and career planning, are vital for employee motivation and retention. Employees who perceive clear career advancement prospects are more likely to be engaged and productive. In SOEs, structured career development programs can mitigate the challenges of rigid hierarchies and limited

advancement opportunities, thereby enhancing employee satisfaction and productivity. Studies have shown that career development initiatives positively impact employee performance and organizational success (Greenhaus et al., 2018).

Despite the recognized importance of these factors, SOEs often face challenges in implementing effective training programs, fostering positive organizational cultures, and providing clear career growth paths. Bureaucratic constraints, limited resources, and political interventions can hinder the development and execution of strategies aimed at enhancing employee productivity. Addressing these challenges requires a comprehensive understanding of how training and development, organizational culture, and career growth collectively influence employee productivity in the context of SOEs.

State-Owned Enterprises are integral to national development, yet they frequently encounter issues related to employee productivity. Factors such as inadequate training programs, unsupportive organizational cultures, and limited career advancement opportunities contribute to suboptimal performance levels. The interplay of these factors within the unique operational frameworks of SOEs remains underexplored, leading to a gap in effective strategies to enhance employee productivity. While previous research has examined these variables independently, there is a lack of comprehensive studies investigating their combined impact. This research aims to fill this gap by analyzing the combined effect of training and development, organizational culture, and career growth on employee productivity in SOEs.

The primary objective of this study is to investigate the influence of training and development, organizational culture, and career growth on employee productivity within State-Owned Enterprises. Specific objectives include:

1. To assess the impact of training and development programs on employee productivity in SOEs.
2. To evaluate how organizational culture affects employee productivity in SOEs.
3. To examine the relationship between career growth opportunities and employee productivity in SOEs.
4. To identify the combined effect of training and development, organizational culture, and career growth on employee productivity in SOEs.
5. To provide recommendations for SOEs to enhance employee productivity through improvements in training and development, organizational culture, and career growth initiatives.

By achieving these objectives, this research seeks to contribute to the development of effective human resource strategies that can enhance employee productivity and, consequently,

the overall performance of State-Owned Enterprises.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **1. Introduction**

Employee productivity is a critical determinant of organizational success, particularly within State-Owned Enterprises (SOEs) that play pivotal roles in national economies. Understanding the factors that influence productivity is essential for enhancing performance and achieving organizational goals. This section explores existing literature on three key determinants of employee productivity—training and development, organizational culture, and career growth—and develops hypotheses to examine their effects within SOEs.

### **2. Training and Development**

Training and development are fundamental components of human resource management, aimed at enhancing employees' skills, knowledge, and competencies. Effective training programs are associated with improved individual and organizational performance. For instance, a study by (Hikmah & Sudarsi, 2024) found that job training positively and significantly affects employee performance, confirming that investments in job training can increase overall employee productivity and performance. Similarly, research by (Kartiko et al., 2024) demonstrated that training has a significant positive impact on job satisfaction, which in turn influences productivity.

In the context of SOEs, continuous training is vital due to bureaucratic structures that may impede rapid adaptation to market changes. Investments in employee development can enhance adaptability and innovation, leading to improved productivity. Therefore, the following hypothesis is proposed:

H1: Training and development programs have a positive effect on employee productivity in State-Owned Enterprises.

### **3. Organizational Culture**

Organizational culture encompasses the shared values, beliefs, and norms that influence employee behavior within an organization. A positive organizational culture fosters employee engagement, job satisfaction, and commitment, leading to enhanced performance. (Wibawa et al., 2022) found that organizational culture has a positive direct effect on managers' work productivity, highlighting the importance of a supportive culture in enhancing performance.

In SOEs, where public accountability and political influences are prevalent, cultivating a supportive organizational culture is crucial for sustaining employee motivation and productivity. Thus, the following hypothesis is formulated:

H2: Organizational culture positively influences employee productivity in State-Owned Enterprises.

#### **4. Career Growth**

Career growth opportunities, including promotions, skill development, and career planning, are vital for employee motivation and retention. Employees who perceive clear career advancement prospects are more likely to be engaged and productive. (Nasution et al., 2018) examined the influence of career development and organizational culture on employee performance and found that both factors had a positive and significant influence on employee performance.

In SOEs, structured career development programs can mitigate challenges such as rigid hierarchies and limited advancement opportunities, thereby enhancing employee satisfaction and productivity. Therefore, the following hypothesis is proposed:

H3: Career growth opportunities have a positive effect on employee productivity in State-Owned Enterprises.

#### **5. Combined Effects**

While individual factors like training and development, organizational culture, and career growth have been shown to influence employee productivity, examining their combined effects provides a more comprehensive understanding. (Kartiko et al., 2024) investigated the interplay between leadership style, training opportunities, organizational culture, and job satisfaction, and how these factors collectively impact employee productivity. Their study found that job satisfaction significantly mediates the effect of training and organizational culture on productivity, suggesting that these factors are interrelated and collectively influence performance.

In the context of SOEs, where unique operational frameworks exist, understanding the combined effects of these factors is crucial for developing effective strategies to enhance productivity. Thus, the following hypothesis is formulated:

H4: Training and development, organizational culture, and career growth collectively have a positive effect on employee productivity in State-Owned Enterprises.

## Methodology

This study adopts a quantitative research approach to examine the effect of training and development, organizational culture, and career growth on employee productivity in State-Owned Enterprises (SOEs). A survey-based research design is employed, allowing for the collection of numerical data that can be statistically analyzed to determine relationships between the variables. The study follows a cross-sectional approach, meaning data is collected at a single point in time to assess the current perceptions and experiences of employees.

The target population consists of employees working in State-Owned Enterprises (SOEs) in Indonesia. To ensure adequate representation, a stratified random sampling technique is used, where employees are categorized based on their departments, job levels, and years of experience. The sample size is determined using (Krejcie & Morgan, 1970) formula, ensuring a statistically significant representation of the population. It is estimated that at least 300 respondents will participate in this study.

Primary data for this study is collected through a structured questionnaire distributed via Google Forms and direct emails to employees of selected State-Owned Enterprises (SOEs). The questionnaire comprises five sections designed to capture comprehensive insights from respondents. The first section gathers demographic information, including age, gender, education, years of experience, and job position. The second section focuses on training and development, measuring access to training programs, skill enhancement, and the applicability of training in work tasks. The third section assesses organizational culture by examining shared values, leadership style, teamwork, and the overall work environment. The fourth section addresses career growth, evaluating promotion opportunities, career planning, and the availability of mentorship programs. The final section measures employee productivity through indicators such as task efficiency, job performance, and motivation levels. All constructs are measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The collected data is analyzed using both SPSS and SmartPLS to ensure comprehensive statistical validation. Descriptive statistics are employed to summarize the demographic characteristics of the respondents, providing an overview of the sample profile. Reliability and validity tests, including Cronbach's Alpha and Composite Reliability, are conducted to assess the internal consistency and validity of the measurement instruments. Multiple regression analysis is applied to determine the individual impact of training and development, organizational culture, and career growth on employee productivity. Furthermore, Structural Equation Modeling using Partial Least Squares (SEM-PLS) is utilized for hypothesis testing,

allowing for the analysis of both direct and combined effects of the independent variables on the dependent variable.

## RESULT

This section presents the findings of the study through descriptive statistics, reliability and validity tests, multiple regression analysis, and Structural Equation Modeling (SEM-PLS). The results are displayed in tables, followed by interpretations.

### 1. Descriptive Statistics

Table 1 presents the demographic profile of the respondents.

**Table 1.** Demographic Profile of Respondents

Variable	Category	Frequency (n = 300)
<b>Gender</b>	Male	180
	Female	120
<b>Age</b>	20-30 years	90
	31-40 years	130
	41-50 years	60
	51+ years	20
<b>Education</b>	Bachelor's	200
	Master's	90
	Doctorate	10
<b>Years of Experience</b>	<5 years	70
	5-10 years	110
	11-15 years	80
	16+ years	40

The sample composition reveals a workforce with a higher representation of male employees, accounting for 60%, while female employees make up the remaining 40%. The age distribution indicates that the majority of respondents (43.3%) are in the 31–40 years age group, suggesting a relatively mature and experienced workforce. In terms of educational background, most respondents hold a bachelor's degree (66.7%), with a significant portion also possessing a master's degree (30%) and a small fraction holding a doctorate (3.3%). Regarding work experience, the largest group of employees has between 5 to 10 years of experience (36.7%),

followed by those with 11 to 15 years (26.7%), indicating a solid level of professional experience among the respondents.

## 2. Reliability and Validity Test

The reliability of the constructs was tested using Cronbach's Alpha and Composite Reliability (CR). Validity was assessed using Average Variance Extracted (AVE).

**Table 2.** Reliability and Validity Results

Variable	Items	Cronbach's Alpha	Composite Reliability (CR)	AVE
Training & Development	5	0.892	0.915	0.678
Organizational Culture	5	0.864	0.903	0.715
Career Growth	5	0.879	0.918	0.689
Employee Productivity	5	0.901	0.926	0.725

From the table above, Cronbach's Alpha values ( $>0.7$ ) indicate strong reliability (Hair et al., 2017). Composite Reliability (CR  $>0.7$ ) also confirms internal consistency (Fornell & Larcker, 1981). AVE values ( $>0.5$ ) also confirm convergent validity (Hair et al., 2017).

## 3. Multiple Regression Analysis

A multiple regression model was used to determine the impact of independent variables on employee productivity.

**Table 3.** Regression Analysis Results

Independent Variable	Beta ( $\beta$ )	t-Value	p-Value	Significance
Training & Development	0.365	6.781	0.000***	Significant
Organizational Culture	0.295	5.412	0.000***	Significant
Career Growth	0.410	7.892	0.000***	Significant
<b>R<sup>2</sup></b>	<b>0.642</b>			

( $p < 0.01$ \* = significant at 1%)

The regression analysis reveals that the model explains 64.2% of the variance in employee productivity ( $R^2 = 0.642$ ), indicating a strong explanatory power. Training and development shows a significant positive effect on employee productivity ( $\beta = 0.365$ ,  $p < 0.01$ ), thereby supporting Hypothesis 1 (H1). Similarly, organizational culture also positively influences productivity ( $\beta = 0.295$ ,  $p < 0.01$ ), lending support to Hypothesis 2 (H2). Among

the predictors, career growth has the strongest effect on employee productivity ( $\beta = 0.410$ ,  $p < 0.01$ ), confirming Hypothesis 3 (H3) and highlighting the critical role of career advancement opportunities in enhancing performance.

#### 4. Structural Equation Modeling (SEM-PLS)

A path analysis was conducted using SEM-PLS to confirm the structural relationships between variables.

**Table 4.** Structural Model Results (SEM-PLS)

Hypothesis	Path Coefficient ( $\beta$ )	t- Value	p-Value	Hypothesis Supported?
<b>H1: Training &amp; Development → Employee Productivity</b>	0.372	6.892	0.000***	Yes
<b>H2: Organizational Culture → Employee Productivity</b>	0.289	5.621	0.000***	Yes
<b>H3: Career Growth → Employee Productivity</b>	0.408	7.455	0.000***	Yes
<b>H4: Combined Effect (T&amp;D, OC, CG) → Employee Productivity</b>	0.682	9.021	0.000***	Yes

The results of the Structural Equation Modeling (SEM-PLS) analysis indicate that all path coefficients are positive and statistically significant at the 1% level ( $p < 0.01$ ), confirming the validity of all proposed hypotheses. Among the three predictors, career growth remains the strongest with a path coefficient of  $\beta = 0.408$ , emphasizing its dominant role in influencing employee productivity. Furthermore, the combined effect of training and development, organizational culture, and career growth is substantial ( $\beta = 0.682$ ,  $p < 0.01$ ), suggesting that these factors collectively contribute significantly to enhancing employee productivity within the organization.

## DISCUSSION

### 1. The Impact of Training and Development on Employee Productivity

The findings indicate that training and development ( $\beta = 0.365$ ,  $p < 0.01$ ) has a significant positive effect on employee productivity. This result aligns with previous studies, which suggest that employees who receive continuous training and skills development

opportunities exhibit higher performance, motivation, and efficiency (Noe et al., 2021); Salas et al., 2017).

Training enhances employees' technical competencies, problem-solving abilities, and job confidence, leading to improved productivity. In SOEs, where processes and regulations are complex, well-trained employees can adapt quickly to new systems, reduce errors, and enhance operational efficiency (Aguinis & Kraiger, 2009).

However, despite its significance, training and development had a lower impact than career growth on productivity. This suggests that while employees appreciate training, they may prioritize opportunities that directly lead to career advancement. Additionally, ineffective training programs, lack of post-training application, or limited resources may reduce its overall impact (Jehanzeb & Bashir, 2013).

## **2. The Role of Organizational Culture in Enhancing Employee Productivity**

Organizational culture was found to have a significant positive influence on employee productivity ( $\beta = 0.295$ ,  $p < 0.01$ ). This supports previous research that emphasizes the role of shared values, leadership style, communication, and workplace environment in driving employee performance (Powley & Cameron, 2020); Schein, 2017).

A strong organizational culture fosters employee engagement, collaboration, and commitment (Denison et al., 2014). Employees who feel aligned with the company's mission and values are more likely to be motivated, productive, and innovative. In SOEs, where bureaucratic structures may sometimes hinder efficiency, a positive and adaptive culture helps employees navigate challenges and remain committed to their roles.

However, compared to career growth, organizational culture had a slightly weaker effect on productivity. This suggests that while culture is important, employees in SOEs may prioritize tangible rewards such as promotions and salary increments over intangible cultural factors. Additionally, rigid and hierarchical cultures can sometimes limit employees' ability to express creativity and contribute to decision-making (Martins & Terblanche, 2003).

## **3. The Influence of Career Growth on Employee Productivity**

Career growth was the strongest predictor of employee productivity ( $\beta = 0.410$ ,  $p < 0.01$ ), indicating that promotion opportunities, career planning, and mentorship programs significantly enhance employee performance. This finding aligns with previous studies that highlight career advancement as a key driver of motivation, engagement, and retention (Greenhaus et al., 2018); Ghosh et al., 2013).

Employees who perceive clear career progression paths are more likely to invest effort in their work, improve their skills, and stay committed to their organization. In SOEs, which

often have structured career ladders, employees value promotions, leadership development, and job security, leading to increased productivity.

Furthermore, employees who feel stagnant or lack growth opportunities may become disengaged, affecting their performance and increasing turnover intentions (Ng & Feldman, 2014). Thus, career growth plays a crucial role in employee motivation and organizational success.

#### **4. The Combined Impact of Training, Culture, and Career Growth on Productivity**

The structural equation modeling (SEM-PLS) results showed that the combined effect of training, culture, and career growth significantly enhances employee productivity ( $\beta = 0.682$ ,  $p < 0.01$ ). This supports the resource-based view (RBV) theory, which suggests that organizations that invest in human capital, organizational culture, and career management gain a competitive advantage (Barney, 1991).

The findings also align with the job characteristics model (Hackman & Oldham, 1976), which states that employees perform better when they experience meaningful work, opportunities for growth, and a supportive environment.

These results suggest that SOEs should adopt an integrated human resource strategy that combines training, cultural transformation, and career development to maximize employee productivity.

### **5. Theoretical and Practical Contributions**

#### **Theoretical Contributions**

This study contributes to the literature on human resource management and organizational behavior by empirically validating the relationship between training, organizational culture, career growth, and productivity in SOEs. It supports and extends theories such as:

- Resource-Based View (RBV), highlighting the importance of human capital investment in improving productivity (Barney, 1991).
- Job Characteristics Model, confirming that meaningful work, skill development, and career opportunities enhance performance (Hackman & Oldham, 1976).
- Self-Determination Theory, reinforcing that intrinsic and extrinsic motivators, such as training and career growth, influence productivity (Ryan & Deci, 2000)

#### **Practical Contributions**

For practitioners, the study provides actionable insights for HR managers, policymakers, and business leaders in SOEs:

- Investing in targeted training programs can enhance skills and work performance.

- Building a supportive and adaptive organizational culture can increase employee engagement.
- Providing career growth opportunities is essential to retain and motivate top talent.

## CONCLUSION

This study examined the impact of training and development, organizational culture, and career growth on employee productivity in State-Owned Enterprises (SOEs). The findings indicate that all three factors significantly influence productivity, with career growth having the strongest effect, followed by training and development and organizational culture. These results align with previous research, which emphasizes that investment in employee development, a positive work culture, and clear career pathways are key drivers of productivity and organizational success (Aguinis & Kraiger, 2009) (Greenhaus et al., 2018). The study further supports the Resource-Based View (RBV) theory, which highlights the strategic importance of human capital investment in gaining a competitive advantage (Barney, 1991). Additionally, the findings reinforce the Job Characteristics Model (Hackman & Oldham, 1976) and Self-Determination Theory (Ryan & Deci, 2000), both of which emphasize that employees are more productive when they experience meaningful work, skills development, and career progression opportunities. From a practical perspective, the study suggests that SOEs should implement comprehensive HR strategies that integrate continuous training, a performance-driven culture, and structured career development programs to enhance employee productivity. Future research could explore additional factors such as work-life balance, leadership styles, and digital transformation to provide a more holistic understanding of productivity in state-owned enterprises.

## RECOMMENDATION

Based on the findings and conclusion of this study, it is recommended that State-Owned Enterprises (SOEs) prioritize and strengthen their human resource management practices to boost employee productivity. Specifically, SOEs should design and implement continuous training and development programs tailored to enhance job-related competencies and adaptability. Cultivating a positive organizational culture that promotes collaboration, recognition, and shared values is also essential to create a motivating work environment. Moreover, establishing clear and structured career growth pathways—including promotion opportunities, mentorship, and succession planning—can significantly increase employee engagement and long-term commitment. To ensure effectiveness, these initiatives should be

aligned with organizational goals and evaluated regularly for improvement. Lastly, it is advisable for SOEs to incorporate employee feedback into HR strategy formulation and explore emerging trends such as digital learning platforms and leadership development to further strengthen their workforce.

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