

## The Influence of Organizational Culture and Work Motivation on the Work Productivity of Lecturers at Private Universities in Central Kalimantan

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### Article Information

### ABSTRACT

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**Aim:** This study aims to determine the influence of Organizational Culture and Work Motivation on the Work Productivity of Lecturers at Universities in Central Kalimantan. **Method:** This research employs a quantitative method by processing information obtained from questionnaires requiring measurement. The population in this study consists of 23 Private Universities in Central Kalimantan, with a total of 809 lecturers. Using the Slovin formula, a sample of 89 respondents was obtained. The study utilizes multiple linear regression analysis techniques using SMART PLS 4.0.9.2 software. **Result and discussions:** The results of this study found that Organizational Culture has a significant partial effect on Work Productivity, Work Motivation also has a significant partial effect on Work Productivity, and Organizational Culture and Work Motivation simultaneously have a significant effect on the Work Productivity of Lecturers at Private Universities in Central Kalimantan. **Conclusion:** Based on the analysis of the results and discussions, it can be concluded that Organizational Culture partially has a significant effect on the Work Productivity of lecturers at Private Higher Education Institutions in Central Kalimantan. Work Motivation partially has a significant effect on the Work Productivity of lecturers at Private Higher Education Institutions in Central Kalimantan. Organizational Culture and Work Motivation simultaneously have a significant effect on the Work Productivity of lecturers at Private Higher Education Institutions in Central Kalimantan.

**Keywords:** Organizational Culture, Work Motivation, Work Productivity



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## INTRODUCTION

Organizational culture and work motivation are a collection of values, norms, and practices that develop within an organization and influence the working methods of its members. In an academic environment, organizational culture and work motivation not only affect the performance of staff and lecturers but also contribute to educational outcomes and student satisfaction. Organizational culture is the heart that pumps spirit and values into the lifeblood of an educational institution. It reflects the identity and local heritage and shapes the interactions, learning, and teaching methods within the institution.

Organizational culture serves as the canvas where patterns of behavior, interaction, and values within an

institution are painted. As institutions deeply rooted in the community of Central Kalimantan, private universities carry the mandate not only to provide quality education but also to foster a productive and innovative work environment. Organizational culture not only reflects collective identity but also acts as a catalyst influencing work productivity. Research by Muhammad Agung Anggoro et al. (2020) shows that a positive organizational culture significantly impacts employee productivity, affirming that a good culture can enhance performance.

Organizational culture is an agreement on the behavior of organization members, who constantly strive to create efficiency, creativity, flawlessness, and focus on results. According to Mangkunegara (2017), organizational culture is a

system of assumptions or beliefs, values, and norms developed within an organization that guides the behavior of its members to address external adaptation and internal integration issues. Thus, the indicators of organizational culture according to Wirawan et al. (2019) are presented as follows:

- a. *Implementation of Norms.* Norms are the application of behaviors that determine employees' reactions to what is considered appropriate and inappropriate in certain situations. Organizational norms are crucial because they regulate employee behavior, making it predictable and controllable.
- b. *Implementation of Values.* Values are the guidelines or beliefs used by the organization to behave in situations where choices must be made, closely related to moral and ethical rules that determine what should be done.
- c. *Beliefs.* Organizational beliefs refer to what the organization holds as true and false. Beliefs describe the moral characteristics or ethical rules of the organization, such as setting a minimum wage that adequately meets needs, which can increase employee work motivation.
- d. *Orientation Toward All Members' Interests.* Teamwork in terms of core tasks and members' duties refers to different core tasks and functions within the team. If members perform their tasks with care and attention, they always consider each other's interests to achieve the organization's goals.
- e. *Aggressiveness in Work.* High productivity can be generated by high-quality work competence, discipline, diligence, health, and aggressiveness (willingness).
- f. *Maintaining and Ensuring Work Stability.* To maintain job stability, the performance mentioned above must be sustained.

On the other hand, organizational culture is closely related to work motivation and its impact on employee productivity. According to Sadili Samsudin (2005), motivation is defined as the process of influencing or encouraging someone or a group of workers from the outside so that they are willing to perform predetermined tasks. Motivation can also be interpreted as a driving force, an inherent urge to satisfy and sustain life. Employee work motivation plays a crucial role in the success of an organization, whether commercial or public, as motivation can influence productivity levels, work quality, employee commitment to the organization, and work culture. The harmony of goals achieved between employees and the organization through culture will foster intrinsic motivation within employees. Managers must motivate their employees to maintain high morale and work ethic. Other forms of motivation provided by the company include rewards and incentives, ensuring the company's objectives are effectively communicated to the employees. Research by Suryacana (2008) in the "Health Department of Alor Regency in East Nusa Tenggara" shows that work motivation has a positive influence on employee performance.

Motivation is what drives someone to perform tasks. According to Robbins & Judge (2015), work motivation is the willingness to contribute to achieving organizational goals. This, of course, depends on the organization's ability to meet individual needs. Hamzah Uno (2012) stated that work motivation is an internal force within a person that influences the direction, intensity, and persistence of their work behavior. Therefore, the indicators of work motivation are as follows :

- a. *Responsibility in Work.* Responsibility is an attitude that arises from fulfilling and accepting a given task or duty.
- b. *Achievements Accomplished.* Achievement is the ability to achieve results both qualitatively and quantitatively produced by an employee.
- c. *Self-Development.* Self-development is the ability to enhance personal skills and capabilities to achieve better results both qualitatively and quantitatively.
- d. *Independence in Action.* Independence is the behavior that emerges within oneself to act without disturbing others.

Work productivity encompasses efficiency and effectiveness in teaching, research, and service. A systematic literature review by Wahyuni (2015) reveals that organizational culture has a positive and significant impact on employee performance, highlighting the importance of a supportive culture for achieving optimal results. Work productivity is measured not only through academic output but also through the quality of relationships among staff, lecturers, and students.

Workforce productivity measures how well an organization's resources are prepared to achieve results and reach maximum working points with minimal resource expenditure. Sukardi (2021) states that work productivity is the individual's success in carrying out tasks, expressed in terms of commitment, planning skills, work efficiency, and overall productivity. Mawarni (2019) outlines indicators that can be used to measure workforce productivity:

- a. *Ability to Perform Tasks.* The qualifications of an employee largely depend on their skills and professionalism.
- b. *Improving Achieved Results:* Employees consistently strive to enhance their achievements.
- c. *Work Enthusiasm.* The effort to be better than yesterday.
- d. *Self-Development.* Continuously developing oneself to enhance work skills.
- e. *Quality.* The work output reflects the employee's work quality.
- f. *Efficiency.* Comparing the achieved results with the total resources used.

Private Universities in Central Kalimantan, with their rich history and traditions, are uniquely positioned to leverage their organizational culture to enhance lecturers' work productivity. Sutrisno (2015) describes various aspects of organizational culture, including implementation strategies, communication, and innovation, all of which are crucial in creating a productive work environment.

This study aims to explore how elements of organizational culture and work motivation among lecturers at Private Universities in Central Kalimantan, such as values, norms, and work practices, contribute to work productivity. By understanding this relationship, institutions can identify strategies to strengthen their organizational culture, thereby enhancing lecturers' productivity. This research is significant as it provides insights into how organizational culture and work motivation can be used as strategic tools to improve work productivity. The recommendations provided can be implemented to boost productivity, ultimately enhancing the quality of education and stakeholder satisfaction.

Based on the background and problem formulation, the following conceptual framework can be constructed:

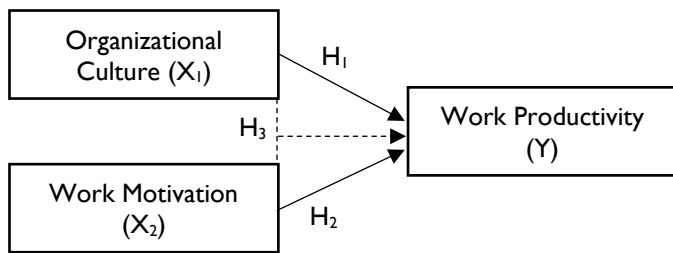


Figure 1. Conceptual Framework

Based on the background, problem formulation, and conceptual framework, the research hypotheses can be formulated as follows:

- H<sub>1</sub>: Organizational Culture has a significant influence on the Work Productivity of Lecturers at Private Universities in Central Kalimantan.
- H<sub>2</sub>: Work Motivation has a partial influence on the Work Productivity of Lecturers at Private Universities in Central Kalimantan.
- H<sub>3</sub>: Organizational Culture and Work Motivation have a simultaneous influence on the work productivity of lecturers at Private Universities in Central Kalimantan.

## METHOD

The method used in this research is quantitative research, which processes information obtained from questionnaires that require measurement. The population in this study consists of lecturers with National Identity Numbers (NIDN) at 23 Private Universities (PTS) in Central Kalimantan Province, totaling 809 individuals. Then, to determine the sample size, the Slovin formula is used as follows:

$$n = \frac{N}{1 + N \cdot e^2} = \frac{809}{1 + 809(0.10^2)} = \frac{809}{9.09} = 88,99 \rightarrow 89$$

Based on the Slovin formula, the sample size in this study is determined to be 89 respondents.

Validity and reliability tests of the instrument are conducted in the research to assess the conformity and validity of the theory used, as well as to ensure consistency across time, place, and the research itself. Classical Assumption Tests are also employed in this research to provide assurance that the regression equations obtained are accurate in estimation, unbiased, and consistent.

To assess the influence of organizational culture and motivation on employee work productivity, the analysis technique to be used is multiple linear regression analysis using SMART PLS Software Version 4.0.9.6, with the following notation:

$$Y = \alpha + \beta_1 \mu_1 + \beta_2 \mu_2 + e_i$$

Explanation:

Y = Work Productivity

$\alpha$  = Constant

$\beta$  = Coefficient

$\mu_1$  = Organizational Culture

$\mu_2$  = Work Motivation

$e_i$  = Error Term

Hypothesis testing in this study will be conducted using the t-test to examine partial effects and the F-test or ANOVA to examine simultaneous effects.

## RESULTS AND DISCUSSION

### Results

#### Validity Test

Validity testing is conducted using SPSS version 19.00 software, designed to determine whether each question item posed to respondents is valid or not. The technique used is the correlation technique. This is done by comparing the correlation coefficient (%) with the critical value  $r_{table}(N_{89}) = 0.207$ . A question item is declared valid for a variable if the correlation result of each question item of that variable ( $r_w$ ) > the variable when  $R = 0.207$ . Conversely, if each question item element of the variable ( $r_w$ ) is small < so that  $r_{table}(N_{89}) = 0.207$ , then the question items for that variable are declared invalid. Below is the table of validity testing results.

Table 1. Validity Test Results

Variable	Correlation ( $r_w$ )	Criterion	Critical Value	Note
X <sub>11</sub>	0.407	>	0.207	Valid
X <sub>12</sub>	0.584	>	0.207	Valid
X <sub>13</sub>	0.687	>	0.207	Valid
X <sub>14</sub>	0.682	>	0.207	Valid
X <sub>15</sub>	0.765	>	0.207	Valid
X <sub>16</sub>	0.562	>	0.207	Valid
X <sub>21</sub>	0.522	>	0.207	Valid
X <sub>22</sub>	0.699	>	0.207	Valid
X <sub>23</sub>	0.692	>	0.207	Valid
X <sub>24</sub>	0.357	>	0.207	Valid
Y <sub>1</sub>	0.630	>	0.207	Valid
Y <sub>2</sub>	0.608	>	0.207	Valid
Y <sub>3</sub>	0.490	>	0.207	Valid
Y <sub>4</sub>	0.538	>	0.207	Valid
Y <sub>5</sub>	0.488	>	0.207	Valid
Y <sub>6</sub>	0.344	>	0.207	Valid

Data Source: Data processed in 2024

From the table above, the correlation coefficient values for the Organizational Culture variable (X<sub>1</sub>) covering five indicators are declared valid. Additionally, the Work Motivation variable (X<sub>2</sub>) covering four indicators is declared valid, and the Work Productivity variable covering six indicators is also declared valid. This means that all indicators in these variables can be used for further analysis.

#### Reliability Test

Reliability testing is conducted using the Cronbach's Alpha test. If the alpha value > 0.60, it indicates sufficient reliability, while if alpha > 0.70, it suggests that all items are reliable and the entire test is consistently internally reliable due to having strong reliability. If alpha is low, it is possible that one or more items are not reliable, and they will be identified through item-by-item analysis procedures.

Table 2. Reliability Test Results

Variable	$\alpha$	Minimum Limit	Note
X <sub>1</sub>	0.788	0.60	Reliable
X <sub>2</sub>	0.757	0.60	Reliable
Y	0.876	0.60	Reliable

Data Source: Data processed in 2024

From the table above, it can be observed that the Cronbach's Alpha values for the Organizational Culture variable (X<sub>1</sub>), Work Motivation variable (X<sub>2</sub>), and Work Productivity variable (Y) are all > 0.60. Therefore, all variables can be considered reliable and can be used for further analysis.

**Classical Assumption Test**

**Multicollinearity Test**

Table 3. Colinearity Statistic VIF

	VIF
X <sub>1</sub>	1.401
X <sub>2</sub>	1.401

Data Source: Data processed in 2024

The results of the multicollinearity test in Table 3 show the VIF value for variables X and Y is 1.401. From the table above, it can be observed that the VIF values for each variable are less than 5. Therefore, it can be stated that there is no multicollinearity among the independent variables in the regression model. The regression model is deemed suitable and can proceed to the next testing stage as it meets the multicollinearity assumption.

**Heteroskedasticity Test**

Tabel. 4 Breusch-Pagan Test

	Test-Statistic	df	P Value
Breusch-Pagan Test	6.146	2	0.546

Data Source: Data processed in 2024

Based on Table 4, the P-value is > 0.5, specifically 0.546. Thus, it can be concluded that there is no heteroskedasticity present, indicating no heteroskedasticity issues in the regression model used. Therefore, it is suitable for use as it meets the homoskedasticity assumption.

**Normality Test**

Based on the output shown in Figure 2, the normality of the data is detected by examining the distribution of data points on the diagonal axis of the graph.



Figure 2. QQ Plot Graph

From the graph above, it can be seen that the data points are scattered around the diagonal line, and their distribution follows the direction of the diagonal line. Thus, the regression model satisfies the normality assumption. Therefore, the regression model is suitable for prediction.

**Multiple Linear Regression**

**Analysis Partial Analysis of the Effect of Organizational Culture on Lecturer Work Productivity at Private Universities in Central Kalimantan**



Figure 3. Constellation X<sub>1</sub> to Y

$$Y = \alpha + \beta_1 \mu_1 + e_i$$

$$Y = 30.430 + 0.371 \mu_1 + e_i$$

$$S = 3.878$$

$$R = 0.436 \quad R^2 = 0.190$$

$$T_{\text{value}} = 4.523$$

$$\text{if } \alpha = 10\% \text{ and } n = 89, \text{ then } t_{\alpha;n-1} = t_{0,10;88} = 1,291$$

From the above data, it is found that the elasticity of Organizational Culture on Work Productivity is 30.430. Based on this elasticity, it is known that for every 1% increase in the frequency of Organizational Culture, there will be a 30.430% increase in Work Productivity.

Considering the coefficient correlation value (R) of 0.436, it can be stated that the relationship between Organizational Culture and Work Productivity is positively low, meaning that the more Organizational Culture there is, the higher the Work Productivity. The magnitude of the influence of Organizational Culture can be determined from the coefficient terminated R<sup>2</sup> of 0.190, indicating that 19% of Work Productivity is influenced

by Organizational Culture, while the remaining 81% is influenced by other factors.

Based on the findings, the calculated t-value is 4.523, which, when compared with the critical t-value of 1.291, shows that the calculated t-value > the critical t-value. Therefore, **H<sub>1</sub> is accepted**, and H<sub>0</sub> is rejected, meaning that Organizational Culture can influence Lecturer Work Productivity at Private Universities in Central Kalimantan.

**Partial Analysis of the Effect of Work Motivation on Lecturer Work Productivity at Private Universities in Central Kalimantan**

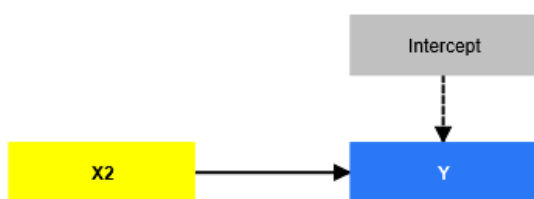


Figure 4. Constellation X<sub>2</sub> to Y

$$Y = \alpha + \beta_2\mu_2 + ei$$

$$Y = 25.189 + 0.709 \mu_2 + ei$$

S 3.375

R = 0.586      R<sup>2</sup> = 0.344

T<sub>value</sub> = 6.754

if  $\alpha = 10\%$  and  $n = 89$ , then  $t_{\alpha;n-1} = t_{0.10;88} = 1,291$

From the above data, it is found that the elasticity of Work Motivation on Work Productivity is 25.189. Based on this elasticity, it is known that for every 1% increase in the frequency of Work Motivation, there will be a 25.189% increase in Work Productivity.

Considering the coefficient correlation value (R) of 0.586, it can be stated that the relationship between Work Motivation and Work Productivity is positively normal, meaning that the more Work Motivation there is, the higher the Work Productivity. The magnitude of the influence of Work Motivation can be determined from the coefficient terminated R<sup>2</sup> of 0.344, indicating that 34.4% of Work Productivity is influenced by Work Motivation, while the remaining 65.6% is influenced by other factors.

Based on the findings, the calculated t-value is 6.754, which, when compared with the critical t-value of 1.291, shows that the calculated t-value > the critical t-value. Therefore, **H<sub>2</sub> is accepted**, and H<sub>0</sub> is rejected, meaning that Work Motivation can influence Lecturer Work Productivity at Private Universities in Central Kalimantan

*Simultaneous Analysis of the Influence of Organizational Culture and Work Motivation on Lecturer Work Productivity at Private Universities in Central Kalimantan*

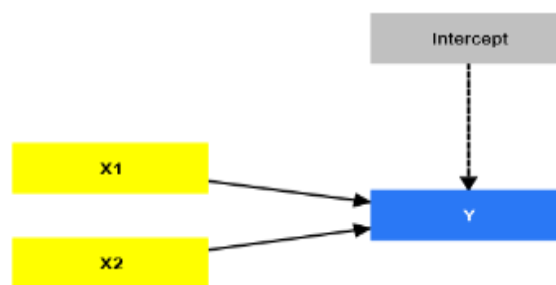


Figure 5. Constellation X<sub>1</sub>, X<sub>2</sub> to Y

$$Y = \alpha + \beta_1\mu_1 + \beta_2\mu_2 + ei$$

$$Y = 21.866 + 0.146 \mu_1 + 0.598 \mu_2 + ei$$

S 3.877

R = 0.604      R<sup>2</sup> = 0.565

F<sub>value</sub> = 24.714

if  $\alpha = 10\%$  and  $n = 89$ , then  $F_{\alpha;K-1} = t_{0.10;2} = 3.100$

From the above data, it is found that the elasticity of Organizational Culture and Work Motivation simultaneously on Work Productivity is 21.866. Based on this elasticity, it is known that for every 1% increase in the frequency of Organizational Culture and Work Motivation simultaneously, there will be a 21.866% increase in Work Productivity.

Considering the coefficient correlation value (R) of 0.604, it can be stated that the relationship between Organizational Culture and Work Motivation simultaneously with Work Productivity is positively normal, meaning that the more Organizational Culture and Work Motivation simultaneously, the higher the Work Productivity. The magnitude of the influence of Organizational Culture and Work Motivation simultaneously can be determined from the coefficient terminated R<sup>2</sup> of 0.565, indicating that 56.5% of Work Productivity is influenced by Organizational Culture and Work Motivation simultaneously, while the remaining 43.5% is influenced by other factors.

Based on the findings, the calculated F-value is 24.714, which, when compared with the critical F-value of 3.100, shows that the calculated F-value > the critical F-value. Therefore, **H<sub>3</sub> is accepted**, and H<sub>0</sub> is rejected, meaning that Organizational Culture and Work Motivation simultaneously can influence Lecturer Work Productivity at Private Universities in Central Kalimantan.

**Discussion**

**Organizational Culture partially significantly influences the Work Productivity of lecturers at Private Universities in Central Kalimantan.**

This research supports the theory proposed by Mangkunegara (2005) stating that organizational culture is a system of assumptions or beliefs, values, and norms developed within an organization that guides the behavior of its members to address external adaptation and internal integration issues. External adaptation refers to how organizations adapt to their external environment, such as changes in educational policies, learning technologies, or academic regulations. A strong organizational culture can help Private Universities (PTS) in Central Kalimantan respond to these changes more quickly and effectively. For instance, PTS with a culture that

encourages innovation and lifelong learning will be quicker to adapt to changes in learning technologies.

On the other hand, internal integration refers to how organizational members work together to achieve common goals. In the context of PTS, this could mean how lecturers, staff, and students collaborate to achieve educational goals. A strong organizational culture can facilitate cooperation and coordination among members, thus enhancing organizational efficiency and effectiveness. For example, PTS with a culture that promotes collaboration and teamwork will have lecturers more engaged in academic and research activities, ultimately improving the quality of education and research at the PTS.

Organizational culture, which comprises assumptions or beliefs, values, and norms developed within an organization, serves as a guideline for the behavior of its members. In the context of PTS, organizational culture may encompass values such as dedication to education, commitment to research, and a strong work ethic. Lecturer work productivity can be measured by various aspects, such as teaching quality, quantity and quality of published research, and contributions to society. A strong organizational culture can help enhance productivity in various ways. For example, a culture that encourages innovation and lifelong learning can motivate lecturers to continually improve their teaching methods and stay updated with the latest developments in their field. Additionally, a culture that promotes collaboration and mutual support can help create a conducive work environment where lecturers can collaborate with their peers to achieve common goals. This can improve work efficiency and effectiveness, ultimately enhancing work productivity.

#### **Work Motivation partially significantly influences the Work Productivity of lecturers at Private Universities in Central Kalimantan.**

This research supports the theory proposed by Robbins and Judge (2013) where Work Motivation is the willingness to contribute to achieving organizational goals. This means organizational goals can include improving the quality of education, increasing the quantity and quality of research, and increasing contributions to society. Lecturers play a significant role in achieving these goals, and their work motivation can significantly impact the achievement of these goals.

Lecturer work motivation can be influenced by various factors such as organizational culture, leadership, compensation, and the work environment. For example, an organizational culture that encourages innovation and lifelong learning can increase lecturers' motivation to continuously improve their teaching methods and stay updated with the latest developments in their field.

Effective leadership can build a positive and supportive work climate, which can enhance lecturers' work motivation. Lecturers with high work motivation will demonstrate a high level of responsibility in their work. They will ensure that their tasks, such as teaching, research, and community service, are performed well and on time. Work motivation can drive lecturers to achieve higher levels of performance in their work. For example, motivated lecturers may strive to improve the quality of their teaching, publish more research, or make greater contributions to society. Motivated lecturers will seek to continually develop themselves, both academically and professionally. They may seek opportunities to learn new things, attend conferences or seminars, or obtain additional certifications or qualifications. Motivated lecturers will

demonstrate a high level of autonomy in their actions. They will be able to make decisions independently, take initiative, and act proactively to achieve their goals.

Lecturers with high work motivation tend to be more productive in their work. They are more dedicated to teaching, more active in research, and more involved in community service. Work motivation can arise from various sources, such as recognition for achievements, opportunities for self-development, and a supportive work environment.

#### **Organizational Culture and Work Motivation simultaneously significantly influence the Work Productivity of lecturers at Private Universities in Central Kalimantan.**

This research supports the theory proposed by Sukardi (2021) where work productivity is the success of individuals in carrying out their tasks, as expressed in the extent of commitment, planning skills, work efficiency, and work productivity in general. Lecturers with high commitment to their work tend to be more productive. They are dedicated to achieving educational and research goals and are willing to invest the time and effort necessary to achieve these goals. Good planning skills can increase lecturer work productivity. By planning their tasks and activities effectively, lecturers can ensure that they use their time and resources most efficiently. Work efficiency refers to the ability of lecturers to complete their tasks quickly and accurately, without wasting time or resources. Efficient lecturers will be able to complete more tasks in the same amount of time, thus increasing their work productivity. Work productivity in general refers to the work outcomes produced by lecturers. This could include various aspects, such as the quantity and quality of published research, teaching quality, and contributions to society.

Organizational culture and work motivation are two important factors that influence work productivity. Organizational culture encompasses the system of assumptions or beliefs, values, and norms developed within an organization, which guide the behavior of its members. Meanwhile, work motivation is the willingness to contribute to achieving organizational goals.

Although organizational culture influences work productivity, research indicates that work motivation has a more dominant influence. Motivated lecturers tend to be more productive in their work. They are more dedicated to teaching, more active in research, and more involved in community service.

Lecturers with good abilities to carry out their tasks, such as teaching, conducting research, and contributing to society, tend to be more productive. These abilities can be enhanced through training, education, and work experience. Lecturer work productivity can also be measured by increased outcomes achieved, such as the quantity and quality of published research, teaching quality, and contributions to society. Motivated and dedicated lecturers tend to achieve better outcomes. High work enthusiasm can increase the lecturer's.

#### **CONCLUSION**

Based on the analysis of the results and discussions, it can be concluded that:

- a. Organizational Culture partially has a significant effect on the Work Productivity of lecturers at Private Higher Education Institutions in Central Kalimantan.

- b. Work Motivation partially has a significant effect on the Work Productivity of lecturers at Private Higher Education Institutions in Central Kalimantan.
- c. Organizational Culture and Work Motivation simultaneously have a significant effect on the Work Productivity of lecturers at Private Higher Education Institutions in Central Kalimantan.

## SUGGESTION

The results of this study indicate that organizational culture and work motivation influence the work productivity of lecturers. Therefore, PTS can develop training programs to enhance organizational culture and work motivation among lecturers.

The work motivation of lecturers can be influenced by various factors, such as recognition of achievements, opportunities for self-development, and supportive work environments. Therefore, PTS can strive to improve lecturer welfare, for example, by providing recognition for achievements, offering opportunities for self-development, and creating supportive work environments. PTS can conduct routine evaluations of their organizational culture and make improvements as needed to enhance lecturer work productivity.

This study has explored the influence of organizational culture and work motivation on lecturer work productivity. However, there are still many other variables that can affect work productivity, such as leadership, compensation, and the work environment. Further research can attempt to explore the influence of these variables.

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