



The influence of leadership, work environment and organizational culture on lecturer productivity in publishing scientific papers with motivation as a moderating variable

Yohanes B.W. Thalibana^{1*}, Henny A. Manafe², Simon Sia Niha³

^{1*,2,3}Prodi Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Katolik Widya Mandira, Kupang, Indonesia

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ABSTRACT

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Keywords:

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The achievement of a lecturer in research and publication is the main benchmark that illustrates the professionalism of lecturers as scientists, so an analysis is needed related to variables that affect lecturer productivity. This type of research is quantitative research and the data is analyzed by statistical methods. Data collection using a questionnaire. Data analysis uses descriptive statistical analysis and inferential statistical analysis. The hypothesis built is that leadership, work environment and organizational culture each have a positive and significant effect on productivity with motivation acting as moderation. The results of inferential statistical tests of the effect of leadership on productivity, the effect of the work environment on productivity, the effect of organizational culture on productivity, the t-statistic test values are all greater than the t-table value of 1.96, with the alpha level value of all variables below 5%. The results of inferential statistical tests of the role of motivation moderating leadership and organizational culture on productivity obtained a t-statistic value smaller than the t-table value of 1.96 as well as the P Value of the two variables greater than the value of the alpha level of 5%. Motivation moderates the work environment on productivity obtained t-statistic test results greater than the t-table 1.96 with an alpha level value below 5%. The results showed leadership, work environment, organizational culture has a positive and significant influence on productivity. The role of motivation cannot moderate leadership and organizational culture on productivity and the role of motivation can moderate the work environment on productivity.

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Corresponding Author:

Yohanes B.W. Thalibana,

Prodi Magister Manajemen, Fakultas Ekonomi dan Bisnis,

Universitas Katolik Widya Mandira,

Jend Achmad Yani Number 50-52 Road, Merdeka, Lama City, Kupang City, East Nusa Tenggara

8521, Indonesia

Email: yohanes.thalibana@kemdikbud.go.id

1. INTRODUCTION

Lecturers as one of the most important components in higher education have a very significant role for universities to carry out their functions. More than that, the lecturer's role is expected to be able to catch up with the advancement of science, technology and art from other countries, especially countries in Asia. With the enactment of Law Number 14 of 2005 concerning Teachers and Lecturers (Darmawan, 2020; Hadi et al., 2018), then the role and main tasks of lecturers have developed from those that were originally more emphasized on teaching assignments to have turned into professional educators and scientists with the main task of transforming, developing and disseminating science, technology and art through education/teaching, research and community service. This fundamental change demands fundamental adjustments to the understanding and requirements of lecturers' academic positions.

Private higher education organizations that organize higher education must pay attention to the productivity of their lecturers and strive to improve the quality of higher education lecturers through the publication of their scientific works, including prestigious and extraordinary scientific works. Widya Mandira Catholic University, Kupang as one of the oldest private universities that has been established since October 31, 1984 currently has permanent foundation lecturers and PNS DPK lecturers totaling 225 people (PDDIKTI data March 2, 2023).

The facts show that out of 225 permanent lecturers who have the functional position (jabfung) of Expert Assistants, there are 62 people or 27.56% of the total lecturers. There are 122 lecturers with the functional position of Lecturer or 54.22% of the total number of lecturers. Lecturers with the academic position of Head Lecturer are 5 Head Lecturers or only 2.22% of the total number of lecturers.

Judging from the data above, there is a need for encouragement for lecturers to increase their productivity in the publication of scientific papers as a special condition for promotion to functional positions. This encouragement is influenced by several factors, both internal and external factors. Internal factors are those that come from within the employee itself (personal factors), one of which is motivation. While external factors are factors that come from outside the lecturer, such as leadership, organizational culture and work environment.

Leadership is an important factor in achieving organizational goals, according to Indrasari (Burke, 2022; 2018; Simanjuntak et al., 2022) that someone who occupies a managerial position in an organization has an important role, not only internally for the organization concerned but also in dealing with parties outside the organization. These roles are: as a catalyst, as a facilitator, as a problem solver, as a liaison source, and as a communicator. (Bahri & SE, 2018; Edison et al., 2018; 2018), defines "work environment is the whole tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. In general, the research that has been conducted shows that the topic of the work environment under study is closely related to leadership, organizational culture, motivation and work productivity produced by employees. (Maduningtias, 2019). Further research by (Anggraini et al., 2020; Biswan & Alim, 2021; Muhammadiyah & Amin, 2020; Wu et al., 2022) defines organizational culture: "As the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees". Organizational culture is the similarity of social knowledge in an organization to the rules, norms and values that shape the attitudes and behavior of each member. (Halisah et al., 2021). Motivation according to research (DI, 2023; Luthans et al., 2021; Naqshbandi et al., 2019) is the driving force that creates a person's enthusiasm to cooperate, work effectively and integrate with all his efforts to achieve satisfaction. So motivation questions how to direct the power and potential of his

subordinates so that they want to work together productively, in order to succeed in achieving and realizing the goals that have been determined.

Based on the explanation above, the research objectives area) To find out the description of Leadership, Work Environment, Organizational Culture, Motivation and Productivity of lecturers in the publication of scientific papers at Widya Mandira Catholic University Kupang. b) To determine the effect of leadership on lecturer productivity in the publication of scientific papers at Widya Mandira Catholic University, Kupang. c) To determine the effect of the work environment on lecturer productivity in the publication of scientific papers at Widya Mandira Catholic University, Kupang. d) To determine the effect of organizational culture on lecturer productivity in the publication of scientific papers at Widya Mandira Catholic University Kupang. e) To determine the effect of motivation on lecturer productivity in the publication of scientific papers at Widya Mandira Catholic University, Kupang. f) To determine the influence of Leadership,

2. RESEARCH METHOD

2.1. Types of research

This research is a type of survey research. Survey research according to (Purwono et al., 2019) is research conducted on large and small populations, but the data studied is data from samples taken from that population, so that relative events are found related to variables and relationships between variables

2.2. Location and Time of Research

This research takes place at Widya Mandira Catholic University with the address Jln. Gen. Ahmad Yani No. 50-52 Merdeka Village, Kupang City, East Nusa Tenggara Province (PDDIKTI March 2022 data). The research was conducted in June 2023.

2.3. Population and Sample

Population is the totality of research objects in the form of goods, animals, plants, clinical indications, instant indications, test results values, humans, informants, events that occur and areas that are used as primary sources of information and have certain characteristics in a research (Anggito & Setiawan, 2018; Boari et al., 2023; Kurniawan et al., 2023). The population in this study were all permanent lecturers at Widya Mandira Catholic University Kupang who already have NIDN, totaling 225 people (PDDIKTI March 2, 2023). In this study, researchers used a saturated sampling technique, which is a sampling technique when all members of the population are used as samples according as many as 225 lecturers.

2.4. Data Sources and Data Collection Techniques

According to (Agustianti et al., 2022), data can be sourced from primary data and secondary data. Primary data in the form of data obtained directly in the field through questionnaires filled out by 225 lecturers. Secondary data is data that has been further processed and presented either by primary data collectors or by other parties such as company records, tables and graphs.

In this study, the data to be collected is essentially the perception of the respondents. Therefore, the simplest measurement is using a questionnaire technique that will be conveyed to each respondent, functioning as an instrument or measuring device that will be conveyed directly. The measuring scale used in this study is the Likert scale where respondents will choose one of the answers that have been provided (Ibrahim et al., 2023; Jebb et al., 2021; Sadikin, 2020).

2.5. Data Analysis Techniques

Technique Data analysis using inferential statistical analysis. This technique is used to calculate how the influence of an independent variable on the dependent variable. The computer program used to perform this calculation is SmartPLS Version 3.0 (Maziriri & Madinga, 2018).

3. RESULTS AND DISCUSSIONS

3.1 Outer Model Testing

The outer model analysis defines how each indicator relates to its latent variables. The measurement model for validity and reliability tests, the coefficient of determination of the model and the path coefficient for the equation model, can be seen in the following figure.

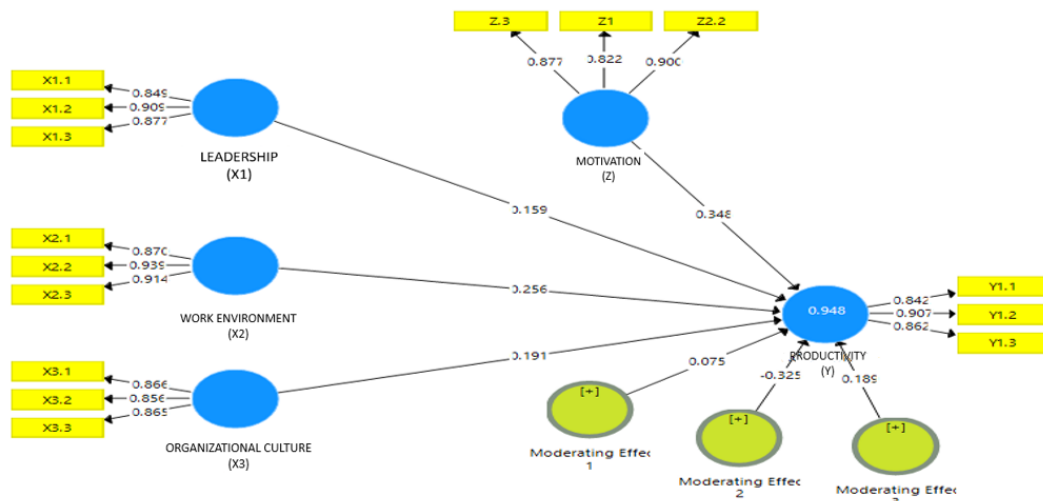


Figure 2. Outer Model Test Results

The test conducted on the outer model is to determine the validity and reliability of each indicator and variable studied. The feasibility of these indicators and variables is seen from the test results which include: Convergent Validity, Average Variance Extracted (AVE), Composite Reliability and Cronbach's Alpha. Based on Figure 2, the test results can be explained as follows:

3.2 Convergent Validity

Convergent Validity is assessed based on the correlation between item scores or component scores. In other words, this value is used to determine the validity of each indicator used in the study provided that it exceeds 0.7 or a limit of 0.6 is often used as a minimum limit for the loading factor value.

Table 1. Convergent Validity Values

No	Statement Items	Variable				
		Leadership (X1)	Work Environment (X2)	Organizational Culture (X3)	Motivation (Z)	Productivity (Y)
1	X1.1	0.849				
2	X1.2	0.909				
3	X1.3	0.877				
4	X2.1		0.870			
5	X2.2		0.939			

6	X2.3	0.914		
7	X3.1		0.866	
8	X3.2		0.856	
9	X3.3		0.865	
10	Z. 1			0.877
11	Z. 2			0.822
12	Z. 3			0.900
13	Y. 1			0.842
14	Y.2			0.907
15	Y.3			0.862

The results of data processing, it was found that all indicators of the variables Leadership, Work Environment, Organizational Culture, Motivation and Productivity obtained an outer loading value above 0.7, so from these results all indicators have met the requirements to be said to be valid.

3.3 Composite Reliability

In addition to the convergent validity test, to test the construct under study, a composite reliability test is also carried out to measure internal consistency and the value must be above 0.60. Outer PLS results for composite reliability values can be seen in the following table.

Table 2. Composite Reliability Value

No	Variable	Composite Reliability
1	Leadership (X1)	0.910
2	Work Environment (X2)	0.934
3	Organizational Culture (X3)	0.897
4	Motivation (Z)	0.901
5	Productivity (Y)	0.904
6	Moderating Effect 1	1,000
7	Moderating Effect 2	1,000
8	Moderating Effect 3	1,000

The composite reliability value obtained by the Leadership, Work Environment, Organizational Culture, Motivation and Productivity variables is greater than 0.6. Because the values obtained have fulfilled the requirements, these variables can be trusted to be used as a data collection tool.

3.4 Cronbach's Alpha test

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. Cronbach's alpha test was conducted to determine the reliability of each variable. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value > 0.7 . cronbach alpha measures the lower limit of the value of the reliability of a construct while composite reliability measures the true value of reliability. Cronbach's alpha value test results can be seen in the following table.

Table 3. Cronbach's Alpha Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variances
Organizational Culture (X3)	0.828	0.828	0897	0.744
Work Environment (X2)	0893	0898	0.934	0.824
Moderating Effect 1	1,000	1,000	1,000	1,000
Moderating Effect 2	1,000	1,000	1,000	1,000
Moderating Effect 3	1,000	1,000	1,000	1,000
Motivation (Z)	0.834	0.836	0.901	0.752
Productivity (Y)	0.840	0.841	0.904	0.758
Leadership (X1)	0.852	0.858	0910	0.772

From Table 3, the value obtained for each variable is >0.7 . Thus, it can be concluded that all constructs have a good Cronbach's alpha value because they meet the requirements.

3.5 Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is a cross loading factor to find out whether the latent variable has sufficient discriminant, that is by comparing the correlation between indicators and latent variables, it must be greater than the correlation between indicators and other variables. AVE value is recommended > 0.5 . The following AVE value of each variable can be seen in the following table.

Table 4. Average Variance Extracted Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variances
Organizational Culture (X3)	0.828	0.828	0.897	0.744
Work Environment (X2)	0.893	0.898	0.934	0.824
Moderating Effect 1	1,000	1,000	1,000	1,000
Moderating Effect 2	1,000	1,000	1,000	1,000
Moderating Effect 3	1,000	1,000	1,000	1,000
Motivation (Z)	0.834	0.836	0.901	0.752
Productivity (Y)	0.840	0.841	0.904	0.758
Leadership (X1)	0.852	0.858	0.910	0.772

Based on table 4, it can be seen that the Average Variance Extracted (AVE) value of each variable is > 0.5 . The AVE value is recommended to be above 0.5 (0.50) or at least greater than 0.5. The 0.5 figure is considered a good threshold for determining the extent to which a construct measures the variance of its indicators. If the construct AVE value is greater than 0.5, then thus, each construct has no problems and is suitable for use. The next process will continue in the process of testing the structural model (inner model).

3.6 Structural Model Testing (Inner Model)

Inner model testing is to describe the relationship between latent variables based on substantive theory. In the structural model, which is also known as the internal model, all latent variables are related to one another based on the substance theory.

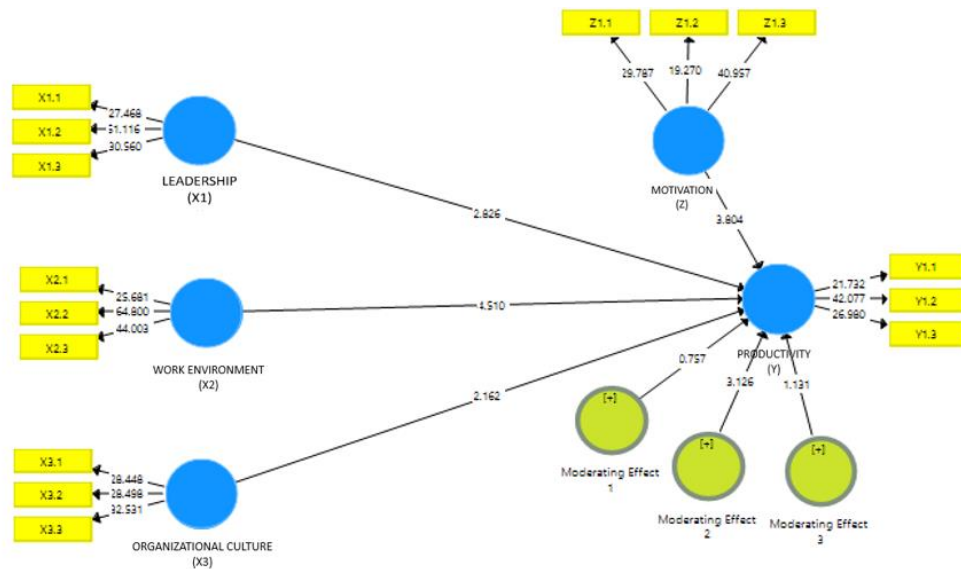


Figure 3. Inner Model Test Results

Based on Figure 3, it can be explained that there is a structural model of inner model testing results, all Leadership (X1), Environment (X2), Organizational Culture (X3), Motivation (Z), Productivity (Y) variables are connected to one another so that the t value and significance value between variables are obtained. the t value and significance value between variables can be seen in the following table.

Table 5. Path Coefficient

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X3) -> Productivity (Y)	0.277	0.279	0.122	2,262	0.024
Work Environment (X2) -> Productivity (Y)	0.089	0.092	0.132	0.675	0.500
Organizational Culture (X3) -> Job Satisfaction (Z)	0.570	0.568	0.155	3,683	0.000
Morale (X1) -> Employee Performance (Y)	0.250	0.239	0.123	2,033	0.043
Leadership (X2) -> Employee Performance (Y)	0.018	0.014	0.108	0.169	0.866
Organizational Culture (X3) -> Employee Performance (Y)	-0.024	-0.024	0.168	0.140	0.889
Job Satisfaction (Z) -> Employee Performance (Y)	0.735	0.743	0.136	5,409	0.000

Based on the table 5 obtained the results of the direct effect of variables, namely the effect of leadership on productivity, the effect of the work environment on productivity, the effect of organizational culture on productivity, the effect of motivation on productivity, motivation moderates the effect of leadership on productivity, motivation moderates the effect of the work environment on productivity, and motivation moderates the effect of organizational culture on productivity. The explanation of the table is as follows:

a. Leadership Variables on Productivity

Leadership Influence onProductivitya t-statistic value of 2,826 is obtained, greater than the t-table value of 1.96 (2,826 > 1.96). Likewise, the P value of 0.005 is smaller

than the alpha level value of 5% ($0.005 < 0.05$). With these results it can be concluded that leadership has a positive and significant effect on Productivity. Thus the second hypothesis which states that leadership has a significant effect on Lecturer Productivity at Widya Mandira Catholic University Kupang was accepted.

b. Work Environment Variables on Productivity

Influence of the Work Environment on Productivity a t-statistic value of 4,510 is obtained, greater than the t-table value of 1.96 ($4,510 > 1.96$). Likewise, the P value of 0,000 is smaller than the alpha level value of 5% ($0,000 < 0.05$). With these results it can be concluded that the work environment has a positive and significant effect on Productivity. Thus the third hypothesis which states that the work environment has a positive and significant effect on Lecturer Productivity at Widya Mandira Catholic University Kupang was accepted.

c. Organizational Culture Variables on Productivity

The Influence of Organizational Culture on Productivity a t-statistic value of 2.162 is obtained, greater than the t-table value of 1.96 ($2.162 > 1.96$). Likewise, the P value of 0.031 is smaller than the alpha level value of 5% ($0.031 < 0.05$). With these results it can be concluded that Organizational Culture has a positive and significant effect on Productivity. Thus the fourth hypothesis which states that Organizational Culture has a significant effect on Lecturer Productivity at Widya Mandira Catholic University Kupang was accepted.

d. Variable Motivation on Productivity

Effect of Motivation on Productivity a t-statistic value of 3,804 is obtained, greater than the t-table value of 1.96 ($3,804 > 1.96$). Likewise, the P value of 0,000 is smaller than the alpha level value of 5% ($0,000 < 0.05$). With these results it can be concluded that motivation has a positive and significant effect on Productivity. Thus the fifth hypothesis which states that motivation has a significant effect on Lecturer Productivity at Widya Mandira Catholic University Kupang was accepted.

e. Motivation Variable moderates Leadership on Productivity

Motivation moderates Leadership on Productivity The t-statistic value of 0.757 is obtained, which is smaller than the t-table value of 1.96 ($0.757 < 1.96$). Likewise, the P value of 0.449 is greater than the alpha level value of 5% ($0.449 > 0.05$). With these results it can be concluded that motivation cannot moderate leadership on productivity. Thus the sixth hypothesis which states that motivation moderates leadership on productivity Lecturer at Widya Mandira Catholic University Kupang was rejected.

f. Variable Motivation moderates the work environment on productivity

Motivation to moderate the work environment on productivity obtained a t-statistic value of 3.126, greater than the t-table value of 1.96 ($3.126 > 1.96$). Likewise, the P value of 0.002 is smaller than the alpha level value of 5% ($0.002 < 0.05$). With these results it can be concluded that motivation can moderate the work environment on productivity. Thus the sixth hypothesis which states that motivation moderates the work environment on productivity Lecturer at Widya Mandira Catholic University Kupang was accepted.

g. Variable Motivation moderates Organizational Culture on Productivity

Motivation moderates Organizational Culture on Productivity The t-statistic value of 1.131 is obtained, which is smaller than the t-table value of 1.96 ($1.131 < 1.96$).

Likewise, the P value of 0.259 is greater than the alpha level value of 5% ($0.259 > 0.05$). With these results it can be concluded that motivation cannot moderate organizational culture on productivity. Thus the sixth hypothesis which states that Motivation moderates Organizational Culture on Productivity Lecturer at Widya Mandira Catholic University Kupang was accepted, rejected.

4. CONCLUSION

The primary finding of the study is to ascertain the factors that influence the productivity of lecturers in generating scholarly output. This is evidenced by the obtained results, which indicate that the leadership variables exhibit a positive and statistically significant impact on the productivity variables. Workplace environmental factors exert a notable and constructive impact on variables related to productivity. The variables related to organizational culture exhibit a favorable and statistically significant impact on variables associated with productivity. Motivational factors exhibit a statistically significant beneficial impact on variables related to productivity. Work motivation has the potential to act as a moderating factor in the relationship between work environment and productivity indicators, yielding a considerable impact. The moderating effect of work motivation on the relationship between leadership, organizational culture, and productivity characteristics is not statistically significant. The findings of this study can provide valuable insights into the factors that exert a substantial impact on the productivity of lecturers. Future research endeavors may consider conducting intervention studies or implementing development programs with the objective of enhancing variables such as leadership, work environment, organizational culture, and lecturer motivation. Subsequently, assess the effects of the intervention on the productivity of lecturers.

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