

MOTIVATION OF WORK, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL COMMITMENT TOWARDS WORK PRODUCTIVITY LECTURERS AND EMPLOYEES OF ECONOMICS COLLEGE AAS SURAKARTA (STIE AAS SURAKARTA)

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Abstract

Purpose: The current study intent to determine the impact of work motivation, organizational commitment, organizational culture partially or instantaneously on productivity of employees and Lecturers at the College of Economics AAS Surakarta (STIE AAS) and to find out how much influence of work motivation, work culture, organizational commitment gradually towards work productivity of employees and Lecturers at the STIE AAS.

Methodology: This research was conducted by questionnaire survey method to lecturer and employee of STIE AAS. The method of analysis using multiple regression analysis.

Main Findings: Results show that work motivation possesses a significant effect on work productivity of employees and lecturers of STIE AAS. Organizational culture did not show significant effect on work productivity of lecturers and employees STIE AAS and organizational commitment have significant influence to work productivity of lecturer and employee of STIE AAS. Results of F test show that there exist significant effect simultaneously between independent variables to work productivity of lecturers and employees of STIE AAS.

Implications/Applications: The implications need steps that can be taken to increase commitment that is: a) Provide understanding to lecturers and employees that the success of the institution is as a joint success that is between individual employees and institutions, b) Involve lecturers and employees in activities undertaken by institutions outside of formal activities, c) Providing trust to lecturers and employees by assigning tasks in accordance with their abilities.

Keywords: *Work motivation, organizational culture, organizational commitment, productivity, economics, lecturers.*

INTRODUCTION

The development of the business world is increasing rapidly, so the company in managing the business is expected to be able to use human resources properly and correctly. Human resource is an important part in the achievement of organizational goals whether large or small companies. The organization is an entity that seeks to coordinate various interests, and to achieve goals together.

Any organization of its form requires management that is able to accommodate any changes that occur. As the driving wheel of the human organization must always be empowered and developed in order to become a resource that has competitiveness. Resource quality becomes the main focus if the organization wants to accelerate the achievement of the vision and mission set. The dynamics of business change require organizations to respond quickly and appropriately for the benefit of society.

Human Resources (HR) is a true resource can be used as a reliable strategy in finding the right strategy, a unique strategy to win the competition. Managing human resources is closely related to the procurement of human resources. How do we manage human (HR) so that they become high-productivity human beings and also how we manage the company as a container of humans in achieving goals also have high productivity?

The existence of abundant natural resources but low human productivity, the availability of natural resources that many will not be able to contribute to the maximum human. Conversely, if human productivity is high, although natural resources are less supportive, but able to bring an organization, a company or a country into a prosperous country. College of Economics of AAS Surakarta (STIE AAS) is a Private Higher Education Program D3 and S1 consisting of D3 Accounting and Taxation courses and S1 study program. Accounting and Islamic Economics in Surakarta cannot be separated from the level of competitive competition. Competition faced by STIE AAS currently not only with other PTS's (private universities) with the same study but has expanded inter other PTS'To face the competition - the competition is clear in terms of assets both in the form of financial assets and human resource assets are still lagging far behind the other PTS already large and also PTN. Therefore, the development of human resources in these institutions into quality human resources must be sustainable.

According to [Sedarmayanti \(2009\)](#) there are several factors that affect work productivity such as mental attitude in the form of work motivation, work discipline and work ethics, education, skills, Pancasila industrial relations management, income level and health, social security, social environment and work climate, production facilities, technology and achievement opportunities.

Many factors affect work productivity, but due to the time keterbatasan and the ability of researchers then researchers use only work motivation, organizational culture and organizational commitment as independent variables and productivity of lecturers and employees as a dependent variable.

[Hasibuan \(2010\)](#), [Lannu and Nobleza \(2017\)](#), [Mursalin and Aisyah \(2017\)](#) [Ameer \(2017\)](#), [Anggraini et al. \(2017\)](#), [Bo Shing and Xiaodie \(2017\)](#), [Choudhary et al., \(2017\)](#), [Hainš et al. \(2018\)](#) argues Motivation comes from the Latin word movere which means encouragement or move. Motivation (motivation) in management is only aimed at general human resources and subordinates in particular. Which means motivation related to how to mobilize the power and potential of subordinates to cooperate productively.

[Robbins and Timothy \(2008\)](#), [Ardyanfitri and Wahyuningtyas \(2016\)](#) define commitment as a condition in which individuals favor the organization and its goals and desires to maintain its membership within the organization. Employee commitment can be obtained with full attention from the organization. Committed employees will fully support the organization's goals, making it easier for the organization to achieve its objectives.

Another factor that affects employee productivity is organizational culture. Organizational culture is a growing value within an organization, where the values are used to direct the behavior of members of the organization ([Soedjono, 2005](#); [Oetomo et al., 2016](#); [Husain & Husin, 2017](#); [Mahdieh, 2015](#); [Yusof et al., 2017](#); [Naqshbandi & Kamel, 2017](#); [Naqshbandi, Kaur, & Ma, 2015](#); [Rehman, 2017](#); [Chou, Wu, & Chou, 2017](#)). Employee behavior is influenced where they work formed through organizational culture, where the existence of organizational culture will increase employee productivity.

According to [Budiartha et al. \(2015\)](#), motivation has a positive effect on productivity. According to [Manetje and Martins \(2009\)](#), [El-Ghalayini \(2016\)](#), organizational culture and organizational commitment affect productivity. In contrast to [Jatmiko \(2013\)](#) research results, organizational culture has no effect on employee productivity.

THEORY REVIEW

Motivation

Motivation Defined

Motivation by Yulk and Wexley in [Sumarsono \(2004: 240\)](#) states that motivation as a process in which behavior is driven and directed. The meaning of the definition can be explained that motivation is the giving or the inclusion of motives. [As'ad and Handoko \(2003\)](#) provide the definition of work motivation as a motivator of work. Understanding motivation can also be interpreted as a motivation to explain why an employee is willing to do a job at an institution.

According to Stoner and Freeman in [Sumarsono \(2004\)](#) [Riza et al. \(2017\)](#), [Rijal, \(2016\)](#), [Yaemjamuang \(2017\)](#) states that motivation will be very useful for managers to understand the behavior of employees in the organizational system. Hodges and Luthans in [Handoko \(2005\)](#) states that work motivation is a psychological process of consuming unsatisfied desire, which is directed and pushed towards the achievement of goals, incentives. According to Luthans quoted by Setiati in [Handoko \(2005\)](#) states that the motivation of work is a basic process that begins with the existence of a need (needs). Motivation is an important subject because motivation is one factor that can affect an individual's work performance.

Motivation Theory

1. Maslow's Needs Theory: Maslow cited by [Gibson and Donnelly \(2006\)](#) states some hierarchy of related needs or closely related to work motivation. The levels of need based on the hierarchy are as follows:
 - a) Physiological needs, these needs include food, drink, shelter, and recovery from pain.
 - b) The need for security and safety, these needs include the need for independence from threats such as: security from adverse events or environments.
 - c) Needs a sense of belonging, social, and compassion, these needs include: the need for friendship, grouping, interaction, and affection.
 - d) The need for awards (esteem), this need consists of: the need for self-esteem, and the need for appreciation from others.
 - e) Needs self-actualization, is a need to meet one's self through optimizing the use of the ability, expertise, and potential.
2. The Need of Two Factors – Herzberg: This theory was developed by a psychologist named Frederick Herzberg. The theory develops two factors about work motivation that include: not satisfying and satisfying or hygienic or extrinsic and intrinsic motivators. The initial research that tested this theory was done on 200 accountants and engineers about comfort to work.

Organizational Culture

Understanding Organizational culture has a broad meaning. [Luthans \(1996\)](#) states that organizational culture is the norm and values that direct the behavior of members of the organization. Each member of the organization will behave in accordance with the prevailing culture to be accepted by its environment. Davis in [Lako \(2005\)](#) states that organizational

culture is a pattern of beliefs and organizational values that are understood, imbued and practiced by the organization so that the pattern gives its own meaning and the basis of rules of behavior within the organization.

[Schein \(1992\)](#) defines that authoritative culture as an example of essential suspicions found, made or created by a specific gathering with the expectation that the association figures out how to survive or conquer its issues emerging from outer adjustment and inward coordination which has worked reasonably well, so it needs to be taught to new members as the right way to understand, think and feel with regard to the issues.

Organizational Commitment

Argyris in [Usmara \(2003\)](#) states that employee empowerment programs to improve work productivity have a very strong association with commitment because each individual has a desire and a willingness to accept challenges and responsibilities. Associated with Argyris commitment to divide the commitment into two major parts:

- a. External commitment established by the work environment. This commitment arises because of the demands on the completion of duties and responsibilities that must be resolved by the employees that resulted in the existence of rewards and punishment.
- b. Internal commitment is a commitment that comes from a person to complete various tasks, responsibilities, and authority based on the reasons and motivation he has. The emergence of this commitment is largely determined by the ability of leaders and organizational environment in fostering attitudes and professional behavior in solving organizational responsibilities.

Work Productivity

Work productivity is a term often used in industrial development planning in particular, and national economic development planning in general. According to [Ambar, \(2003\)](#) the real knowledge and skills underlying productivity gains. There is some substantial between knowledge and skills. The concept of knowledge is more oriented to intelligence, thinking power and mastery of knowledge and broad narrow knowledge of one's own, thus knowledge is accumulated and non-formal that contribute to someone in problem-solving, creativity, including in doing or finishing work, wide and high education, an employee is expected to be able to do a good job and productive. Skill is the ability and operational technical mastery of a particular field, which is workmanship. Skills are gained through learning and practice. Skills are related to a person's ability to perform or complete technical work, such as computer skills, workshop skills, etc.

RESEARCH FRAMEWORK

To provide a clear picture in this study provided the following research framework.

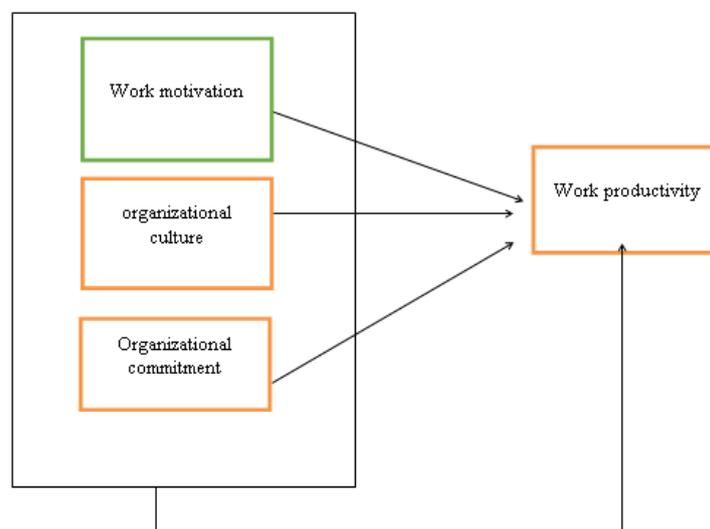


Figure 1: Research Framework (Source: [Djoko \(2007\)](#), [Suharsono \(2002\)](#))

Based on the above chart it can be explained that the variables of Motivation work, organizational culture, and organizational commitment have an influence on the productivity of work lecturers and employees STIE AAS Surakarta. With the motivation of work it will be a boost/passion for lecturers and employees to work harder, need to create a good work culture from the leadership of agat increase high productivity to achieve organizational goals and high employee commitment will encourage the achievement of high work productivity for lecturers and employees.

HYPOTHESES

Based on the theory and framework of thought above it can be formulated hypothesis as follows:

1. There is the influence of motivation to work productivity of Lecturers and employees of STIE AAS Surakarta.

2. There is the influence of organizational culture to work productivity Lecturers and employees STIE AAS Surakarta.
3. There is the influence of organizational commitment to work productivity of Lecturers and employees of STIE AAS Surakarta.
4. There is the influence of motivation, organizational culture, and organizational commitment together to work productivity Lecturers and employees at STIE AAS Surakarta.

COLLECTING DATA

In this study consists of primary data, namely data derived from the main source of Lecturers and Staff STIE AAS Surakarta. It is also used secondary data, that is data obtained with further processing process. While the data collection techniques in this study by way of Questionnaire. The questionnaire is the questionnaire dispersion questionnaire closed in the form of a list of questions about the issues to be studied that addressed to lecturers and employees who became the sample research. The list contains questions about the subject matter studied.

METHOD OF DATA ANALYSIS

Test Instruments

Test Validity

Validity analysis is an analysis performed to measure whether the instruments used in the study are truly capable of representing all aspects considered as a conceptual framework. Validity testing using Pearson product-moment correlation test with the help of SPSS Program. The instrument is said to be valid if the number $r_{count} > r_{table}$, Manually the test formula is:

$$r_{xy} = \frac{n \sum xy - \sum x y}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

Information:

r_{xy} = correlation between x and y

x = score value x

y = total score

n = number of samples

Test Reliability

The Reliability Test is used to measure that the research instrument is free from misperceptions resulting in inconsistent results and can be used under different conditions. Reliability testing using Cronbach alpha with SPSS program. It is said to be reliable if the value of Cronbach alpha > 0.6 Alpha coefficient formula:

$$R_{11} = \frac{(k)}{k-1} \frac{(\sum \sigma_b^2)}{\sigma_t^2}$$

Information:

R_{11} = instrument reliability

K = number of questions

$\sum \sigma_b^2$ = number of grain variants

σ_t^2 = total variant

Hypothesis testing

Multiple Regression Analysis

The analysis to be done in this research is multiple linear regression analysis with the following formula:

Equation I

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information:

Y = Work productivity of lecturers and employees

- α = Constants
 X_1 = Motivation of work
 X_2 = Organizational culture
 X_3 = Organizational commitment
 $\beta_1 \dots \beta_3$ = Coefficient of independent variable $X_1 \dots X_3$
 e = Error

Test t

This t-test is used to test the influence of each independent variable (work motivation, organizational culture, and organizational commitment) to the dependent variable (work productivity). The formula used is as follows:

1. Determine the composition of the hypothesis

$H_0 : \beta_i = 0$, There is no significant influence between work motivation, organizational culture, and organizational commitment to work productivity individually

$H_a : \beta_i \neq 0$, There is a significant influence between work motivation, organizational culture, and organizational commitment to work productivity individually

2. Determining the significant level $\alpha = 5$

3. Looking for t arithmetic

$$t \text{ arithmetic} = \frac{b - \beta}{S_b} \quad (\text{Suharyadi \& Purwanto, 2010})$$

Description: b = Regression coefficient

S_b = Standard error

β = Beta

To know the acceptance or rejection of H_0 , then the calculation of significance (sig value) compared with the level of significant 0.05. If the value of sig $< 0,05$, then H_0 is rejected, which means there is the significant influence of independent variable to dependent variable and vice versa if sig value $> 0,05$, mean there is influence not significant independent variable to dependent variable.

Test F

This test is done with the SPSS program. This test is used to test the significance of regression coefficients simultaneously. The testing steps are:

1. Determine the composition of the hypothesis

$H_0 : \beta_1 = \beta_2 = \beta_3 = 0$, There is no significant influence between work motivation, organizational culture, and organizational commitment to work productivity together

$H_a : \beta_1 \neq \beta_2 \neq \beta_3 \neq 0$, There is a significant influence between work motivation, organizational culture, and organizational commitment to work productivity together

1. Determining the level of significant $\alpha = 5\%$
2. Finding F arithmetic

Formula: $F = \frac{MSR}{MSE}$

Information:

MSR = Mean Square Residual

MSE = Mean Square error

To know the acceptance or rejection of H_0 , then the calculation of significance (sig value) compared with the level of significant 0.05. If the value of sig $< 0,05$, then H_0 is rejected, which means there is the significant influence of independent variable to dependent variable and vice versa if sig value $> 0,05$, mean there is influence not significant independent variable to dependent variable.

Test R^2

This test is done to find out how much influence the independent variable to the dependent variable. The formula used is:

$$R^2 = \frac{\beta^2 \sum x_i^2}{\sum y_i^2} \quad (\text{Suharyadi \& Purwanto, 2010})$$

Where:

R^2 = Coefficient of Determination

β = beta

$\sum x_i^2$ = sum of squares of values x

$\sum Y_i^2$ = sum of squares of values

DISCUSSION

Instrument Test

Test the validity of the instrument

1. The validity of question items for work motivation variable (X1)

Job motivation variable consists of 7 question items. Testing validity using one-shot techniques technique is to compare the value of r arithmetic with r table and get the result in table below this.

Table 1: Correlation of question items towards work motivation variable (X1)

| Question Item | r table | r item | Description |
|---------------|---------|--------|-------------|
| X1_1 | 0.561 | 0.334 | Valid |
| X1_2 | 0.543 | 0.334 | Valid |
| X1_3 | 0.625 | 0.334 | Valid |
| X1_4 | 0.734 | 0.334 | Valid |
| X1_5 | 0.576 | 0.334 | Valid |
| X1_6 | 0.613 | 0.334 | Valid |
| X1_7 | 0.664 | 0.334 | Valid |

Source: Processed data, 2017

The correlation of question items against variables having rhythm values greater than r-tables is a valid question item in explaining the variables. Table 1 above shows that the 7item questions are all valid.

1. The validity of question items for organizational culture variables (X₂)

The organizational culture variable consists of 7 question items. Testing of validity using technique one-shot method that is by comparing r value count with r table and got the result in table 2.

Table 2. Correlation of Question Items Against Organizational Culture (X2)

| Question Item | r item | r table | Description |
|---------------|--------|---------|-------------|
| X2_1 | 0.682 | 0.334 | Valid |
| X2_2 | 0.616 | 0.334 | Valid |
| X2_3 | 0.451 | 0.334 | Valid |
| X2_4 | 0.559 | 0.334 | Valid |
| X2_5 | 0.626 | 0.334 | Valid |
| X2_6 | 0.581 | 0.334 | Valid |

Source: Processed data, 2017

The correlation of question items against variables having rhythm values greater than r-tables is a valid question item in explaining the variables. Table 2 above shows that out of 7 question items are all valid.

2. The validity of the question items for organizational commitment variables (X₃)

Organizational commitment variable consists of 7 question items. Testing of validity using technique one-shot method that is by comparing r value count with r table and got result in table 3.

Table 3: Correlation of Question Items Against Organizational Commitment Variables (X3)

| Question Item | r item | r table | Description |
|---------------|--------|---------|-------------|
| X3_1 | 0.560 | 0.334 | Valid |
| X3_2 | 0.620 | 0.334 | Valid |

| | | | |
|------|-------|-------|-------|
| X3_3 | 0.581 | 0.334 | Valid |
| X3_4 | 0.461 | 0.334 | Valid |
| X3_5 | 0.631 | 0.334 | Valid |
| X3_6 | 0.481 | 0.334 | Valid |
| X3_7 | 0.501 | 0.334 | Valid |

Source: Processed data, 2017

The correlation of question items against variables having rhythm values greater than r tables is a valid question item in explaining the variables. Table 3 above shows that out of 7 question items are all valid.

3. The validity of question items for work productivity variables (Y2)

Work productivity variable consists of 7 item question. Testing of validity using technique one-shot method that is by comparing r value count with r table and got the result in table 4

Table 4: Correlation of Question Items on Work Productivity Variables

| Item Pertanyaan | r item | r-table | Keterangan |
|-----------------|--------|---------|------------|
| Y_1 | 0.527 | 0.334 | Valid |
| Y_2 | 0.745 | 0.334 | Valid |
| Y_3 | 0.528 | 0.334 | Valid |
| Y_4 | 0.721 | 0.334 | Valid |
| Y_5 | 0.678 | 0.334 | Valid |
| Y_6 | 0.712 | 0.334 | Valid |
| Y_7 | 0.623 | 0.334 | Valid |

Source: Processed data, 2017

The correlation of question items against variables having rhythm values greater than r-tables is a valid question item in explaining the variables. Table 4 above shows that of the 7 items of questions are all valid.

Test Reliability

Table 5: Results of the Reliability Test

| Variable | Cronbach Alpha | Criteria | Description |
|---------------------------|----------------|-----------------|-------------|
| Motivation | 0.728 | Alpha | Reliable |
| Organizational culture | 0.703 | Cronbach > 0.60 | Reliable |
| Organizational Commitment | 0.609 | then Reliable | Reliable |
| Work Productivity | 0.770 | | Reliable |

Source: Processed data, 2017

Table 5 above shows that all research instruments are reliable because they have Alpha Cronbach value > 0.60.

Hypothesis Testing

The results of hypothesis testing that has been done with the computer SPSS release 12 program appears as follows:

Multiple Linear Regression Equation

Table 6. Regression Equation Test 1

| Coefficients ^a | | Unstandardized | | Standardized | t | Sig. |
|---------------------------|---------------------------|----------------|------------|--------------|-------|------|
| Model | | Coefficients | | Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -1.319 | 3.988 | | -.331 | .743 |
| | Work Motivation | .498 | .147 | .460 | 3.377 | .002 |
| | Organizational Culture | .042 | .162 | .038 | .262 | .795 |
| | Organizational Commitment | .508 | .193 | .411 | 2.636 | .013 |

$$Y = -1.319 + 0.498X_1 + 0.042X_2 + 0.508X_3$$

(0,743) (0,002) ** (0,795) (0,013) **

Regression Equation Description:

b1 = 0,498 means that there is a positive influence between work motivation variable (X1) to work productivity.

$b_2 = 0.042$, meaning that there is no influence between organizational culture variable (X2) on work productivity

$b_3 = 0,508$, meaning that there is a positive influence between organizational commitment variable (X3) to work productivity

Test t

Based on the test results that have been done as in table 6 The equation can be explained the following things:

1. The influence of work motivation on work productivity

The results of regression testing performed to show the variables of work motivation has a significance value of $0.002 < 0.05$ means that the variable of work motivation has a significant positive effect on work productivity. The conclusion of this test The hypothesis is proved. This is in line with the study of [Budiartha et al. \(2015\)](#). The results of this study in accordance with the theory of [Hasibuan \(2010\)](#), with the expected motivation of each employee can generate more desire to work hard and enthusiastic to achieve high work productivity.

2. The influence of organizational culture on work productivity

The results of regression testing performed to show the variables of organizational culture has a significance value of $0.795 > 0.05$ meaning organizational culture variable no significant effect on work productivity. The conclusion of this test The hypothesis is proved. This is in line with the results of research [Jatmiko \(2013\)](#) which states that there is no significant influence of organizational culture on employee productivity.

3. Influence of organizational commitment to work productivity.

The results of regression testing performed to show the organizational commitment variable has a significance value of $0.013 < 0.05$, meaning that organizational commitment variable has a significant positive effect on work productivity. The conclusion of this test The hypothesis is proved. This is in line with the results of research [Taurisan and Ratnawati \(2002\)](#), organizational commitment has a positive effect on Productivity. The results are also in accordance with Robbin and Judge's (2008) theory with an organizational commitment to a person's work will be in favor of the organization's goals and have a desire to maintain membership in the organization.

Test F

F test is used to test the hypothesis simultaneously or together between the variables of work motivation, organizational culture, and organizational commitment to work productivity of employees. This test is done with the help of a computer with SPSS program version 12, with 5% significance and the number of respondents as many as 35 people. The calculation result of F arithmetic done with SPSS Program is as follows:

Table 7: F Test (Anova)

| ANOVA ^a | | | | | |
|--------------------|----------------|----|-------------|--------|-------------------|
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 Regression | 447.891 | 3 | 149.297 | 19.103 | .000 ^b |
| Residual | 242.281 | 31 | 7.816 | | |
| Total | 690.171 | 34 | | | |

Source: Primary data processed, 2017

Test results simultaneously (Test F) known the value of $F = 19.103$ significance $0.000 < 0.05$. So it can be concluded together independent variables affect Work Productivity.

Test R²

Table 8: R² Test

| Model Summary ^b | | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|--|
| Mode | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson | |
| 1 | .806 ^a | .649 | .615 | 2.796 | 2.243 | |

Source: primary data processed, 2017

From Test, R² obtained results of 0.649 or 64.9%. which means variability of dependent variable which can be explained by variability of independent variable equal to 64,9% while the rest (35,1%) explained by another variable not included in regression model like work environment, job satisfaction

Based on the results of the analysis, recommendations that can be used to increase employee productivity are as follows:

1. The motivation for work has a significant effect on performance. The motivation for work is motivation and hope associated with the work done. To provide motivation needed ability to unite human aspects that make a person have

high motivation to work in order to achieve organizational goals. A person can have a high motivation if the realization of the expectations associated with the work undertaken are:

- a. In the form of adequate salary and wages,
 - b. Proportional incentives,
 - c. There is an opportunity to be promoted in a higher position.
2. Organizational culture is not proven to significantly affect work productivity. Organizational culture is the means of values that become the organization's tradition in completing the work to achieve the missions and visions that are shared within the organization. The implications of the implementation of organizational culture in the future need to be created in order to create a comfortable atmosphere and support efforts to increase work productivity, as for who can do is:
- a. Encourage STIE AAS lecturers and staff to perform professional work,
 - b. Encourage STIE AAS lecturers and employees to maintain cohesiveness among employees;
 - c. Encourage lecturers and employees to provide good services to students;
3. Organizational commitment has a significant effect on work productivity. Organizational commitment is closely related to human resources. Human resources are an important asset for organizations to be competitive and have a comparative advantage. The implications need steps that can be taken to increase commitment that is:
- a. Provide understanding to lecturers and employees that the success of the institution is as a joint success that is between individual employees and institutions,
 - b. Involve lecturers and employees in activities undertaken by institutions outside of formal activities,
 - c. Providing trust to lecturers and employees by assigning tasks in accordance with their abilities.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the data analysis and hypothesis testing it can be concluded that the work motivation and organizational commitment have a significant influence on the productivity of the work of lecturers and employees of STIE AAS. However, organizational culture does not have a significant influence on the productivity of lecturers and employees of STIE AAS.

Partially, work motivation, organizational culture, and organizational commitment have a positive and significant impact on work productivity of lecturers and employees of STIE AAS. This means that the greater the work motivation will improve the productivity of STIE AAS lecturers and employees. A good organizational culture will encourage the productivity of STIE AAS lecturers and employees. A large organizational commitment can improve the productivity of STIE AAS lecturers and employees

Limitations of this study: First, the observation is only done on one organization only (STIE AAS), so the results cannot be generalized. second, the number of the population used is still narrow so that the research is more tested its reliability.

Suggestions

Suggestions for later researchers, they further expand the study sample not only in STIE AAS but also. They collaborate with other variables such as levels of work discipline, leadership, level of competence and compensation.

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