

Impact of Innovative Work Culture and Education on Organizational Commitment: A Study of the Bethara Lendir Art Collective

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ABSTRACT

This study examines the influence of innovative work culture and education on artists' commitment in the Bethara Lendir Art Collective. The research uses a quantitative survey method by collecting data through observation, questionnaires, interviews, and documentation. The data were analyzed using linear regression analysis. The findings show that both innovative work culture and education have a positive and significant effect on artists' commitment. Among the two variables, innovative work culture has a stronger influence. These results highlight the importance of developing an innovative work environment and improving education to strengthen artists' commitment and support the sustainability of the art collective.

INTRODUCTION

In an age where art is a global phenomenon and digitally changing, art collectives are not just places to create art; they are institutions working in tandem to foster social innovation and cultural sustainability. Research by (Morea & Chiesa, 2024; Satriyono & Rukmini, 2023) explains that success of these collectives relies greatly on the dedication of their members, especially artists who are involved in both the creative process and the organization's activities. However, it has become more difficult to keep artists committed due to financial challenges, shifting work values among younger individuals, and the increasing demands of the creative sector (Sulistiyowati et al., 2024). Consequently, organizations must focus on internal elements that can enhance member involvement and promote lasting participation within artistic communities.

A workplace that fosters a culture of innovation can have an impact on employee engagement. This culture involves the values and practices of an organization that promote creativity, teamwork, experimentation, and receptiveness to new concepts. In creative organizations like art collectives, such a culture fosters a nurturing environment where artists are inspired to investigate artistic concepts, share tasks, and adjust to societal and technological advancements. Research conducted by (Gerlieb, 2021; Majid et al., 2024) has revealed that organizations with strong innovation-focused cultures tend to be more active participants, demonstrating a greater level of emotional engagement and sense of value added to the organization. In the same way, (Guntoro et al., 2024; Riza et al., 2025; Sepvi et al., 2024) discovered that innovative and experimental workplaces greatly enhance engagement and involvement in creative communities.

Education is not only necessary for a progressive workplace but also essential in elevating an artist's dedication. Both formal and informal education assist artists in acquiring technical skills, professionalism, discipline, and critical thinking capabilities. Learning experiences allow artists to merge theoretical knowledge with creative work, while also improving their capacity to collaborate and engage productively in group settings. Moreover, education promotes the development of reflective thinking and professional responsibility, which are indispensable for maintaining active engagement in artistic circles. Research by (Lestari et al., 2024; Nguyen et al., 2021) emphasized that education enhances the collaborative skills and adaptability of artists in creative communities throughout Southeast Asia. Also, according to (Alshuhumi et al., 2024), combining the demands of an innovative work culture with education results in more loyal employees at organizations and lower turnover rates among members of creative firms.

These issues hold significance for the Bethara Lendir Art Collective situated in Nganjuk, East Java, Indonesia. A collaborative artistic practice centered on ecological and socio-cultural concerns, Bethara Lendir is an art collective that explores various forms of experimental sound in addition to performance arts and new media art. However, in spite of its active participation in numerous artistic initiatives, the collective encounters various organizational difficulties, such as decreasing member participation and differing levels of emotional

connection among its members. The need to cultivate a more innovative work environment and provide educational assistance is evident in these circumstances, which helps to maintain the artist's dedication and the sustainability of the organization.

Within the Bethara Lendir Art Collective, the research aims to explore how an innovative work culture and education shape artist engagement. By focusing on an Indonesian art collective that has not been extensively studied in previous organizational studies, this study provides valuable insights into the research setting. Furthermore, this research broadens the conversation around organizational commitment theory in relation to creative collective groups as opposed to traditional business organizations. According to (Pizarro et al., 2022) commitment in creative organizations is reflected through emotional bonds, alignment with shared values, and active involvement in maintaining the organization's objectives. The results are anticipated to offer both theoretical insights and practical suggestions for enhancing the sustainability of art collectives and creative communities in Indonesia.

LITERATURE REVIEW

Innovative Work Culture

An innovative work culture significantly contributes to enhancing organizational commitment within creative communities and art collectives. This aspect of organizational culture promotes creative thinking, openness to change, collaboration among members, and the development of novel ideas within the organization or art collective. By fostering an innovative culture, members can foster creativity, embrace change as a whole (such as changing teams to work on projects), collaborate effectively with others to develop new ideas that contribute to the organization's long-term success. Managing organizational culture is crucial for the development of innovative and sustainable organizations, as it influences members' values, behaviors, and adaptability (Mingaleva et al., 2022). Consequently, a collective that nurtures an innovative work culture can establish a supportive environment that enhances members' sense of responsibility, participation, and commitment toward achieving shared goals, both in the short and long term.

H1: Innovative work culture has a positive influence on the commitment of the artists in the Bethara Lendir Art Collective.

Education

Art education significantly contributes to fostering creativity, cultural awareness, and active involvement in creative communities and art groups. It encourages individuals to enhance their creativity, aesthetic appreciation, and cultural knowledge through hands-on experiences in creating, valuing, and contemplating artistic principles. Furthermore, art education promotes openness to diversity, critical thinking regarding one's surroundings, and the ability to generate new ideas through creative, appreciative, and communicative endeavors. This field positively influences the growth of creativity and critical

thinking skills by promoting self-expression, problem-solving, innovation, and cognitive advancement during the learning process (Lukaka, 2023). Thus, art education can establish a nurturing environment that boosts creativity, participation, and dedication among members of art collectives.

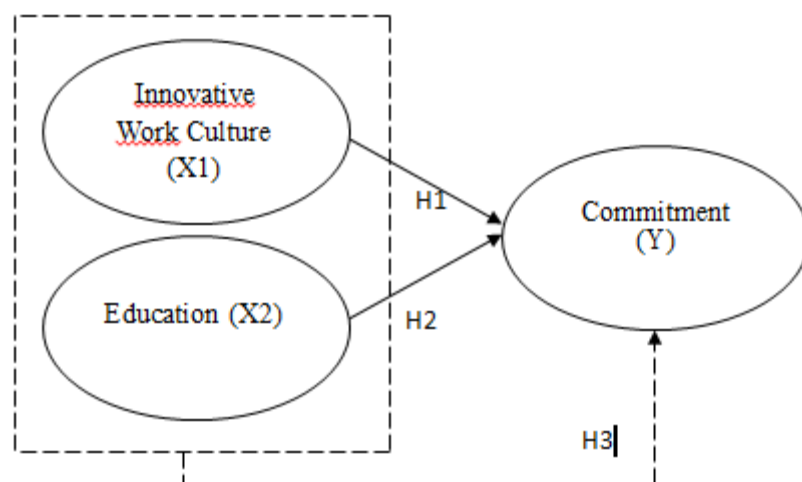
H2: *Education has a positive influence on the commitment of the artists in the Bethara Lendir Art Collective*

Commitment

Commitment within art collectives is viewed as a strong emotional connection that surpasses mere participation or physical presence. It highlights how deeply artists embrace the collective's objectives, values, and identity, making these elements a part of themselves and leading them to place the collective's interests above individual ones in their artistic endeavors. The way groups such as Bethara Lendir engage in meaningful work demonstrates an unwavering commitment to collaboration and personal creative identity, taking into account the long-term health of their organization. Moreover, commitment evolves over time through shared experiences and interactions that enhance emotional bonds and loyalty to the group. This is evident in attitudes that express a strong sense of belonging and identification with the collective, as well as in actions like taking initiative, supporting fellow members, and actively contributing beyond basic requirements. Commitment is also founded on the alignment of values between individuals and the collective, resulting in a profound psychological connection that motivates members to stay involved and continue to contribute, even in the face of difficulties. This connection, in turn, serves as a crucial source of collective resilience, reinforcing the sustainability, vision, and shared objectives of art collectives (Rahmadiyanti & Kuswinarno, 2024).

H3: *Innovative work culture and education have a positive influence on the commitment of the artists in the Bethara Lendir Art Collective.*

Figure 1. Conceptual Framework



METHODOLOGY

The Bethara Lendir Art Collective's artists' commitment to their work was investigated through the use of a quantitative explanatory method that explored how innovative workplace practices and education contributed to this (Sugiyono, 2019). Data were gathered to evaluate the proposed hypotheses concerning the relationship between the independent variables and the dependent variable. Primary data were obtained directly through questionnaires distributed to participants, while secondary data were sourced from literature, documentation, prior research journals, and organizational records relevant to the management of art collectives. Primary data were collected from artists actively engaged in the activities of the Bethara Lendir Art Collective.

The research design employed a causal associative study complemented by a multiple linear regression analysis model to assess the direct effects of innovative work culture and education on the commitment of artists. Data processing and statistical analysis were performed using SPSS Statistics software, which is well-suited for analyzing multiple independent variables alongside a single dependent variable. SPSS aids in conducting descriptive analysis, testing for validity and reliability, performing classical assumption assessments, hypothesis testing, and regression analysis to ascertain the significance of the relationships among the variables. The study's population comprised all active artists within the Bethara Lendir Art Collective in Nganjuk Regency, East Java, totaling 60 members. Given the relatively small and manageable size of the population, this study employed a total sampling technique, selecting all individuals in the population as respondents.

The theoretical framework of this study is grounded in the principles of innovative work culture, education, and organizational commitment. Innovative work culture highlights creativity, collaboration, risk-taking, and leadership within organizations, while education emphasizes the development of creativity, discipline in artistic endeavors, and professionalism. Commitment theory elucidates the psychological attachment and loyalty individuals cultivate towards their organization or collective group. These theories are pertinent as they illustrate how organizational culture and educational experiences can enhance artists' emotional connections, loyalty, and long-term commitment within art collectives (Siddique et al., 2025).

RESEARCH RESULT

Respondents in this study were artists who are members of the Bethara Lendir Art Collective in Nganjuk Regency, with a total of 60 respondents. The distribution of male respondents was 41 people with a percentage of 68.3%, while female respondents were 19 people with a percentage of 31.7%. Based on educational background, respondents with a bachelor's degree (S1) dominated the study with 33 people or 55%, followed by respondents with senior high school education (SMA/SLTA/MA) totaling 22 people or 36.7%. Meanwhile, respondents with Diploma 4 (D4) education were 3 people (5%), and respondents with Diploma 3 (D3) and Master's degree (S2) education were each represented by 1 person (1.7%).

Based on age characteristics, respondents aged 20–30 years old dominated the study, totaling 53 people or 88.3%. Respondents aged 30–40 years old numbered 5 people (8.3%), while respondents aged 15–20 years old and 50–60 years old were each represented by 1 person (1.7%). In terms of position within the collective, the majority of respondents were members, totaling 42 people (70%). Respondents serving as chairpersons numbered 6 people (10%), while founders and artistic directors each numbered 3 people (5%). Other positions such as event coordinator, staff, co-founder, business owner, dalang, and manager were each represented by 1 person (1.7%).

The results of the validity test of the research instrument indicate that all questionnaire items for the variables of innovative work culture, education, and commitment have a calculated *r*-value greater than the *r*-table value of 0.30, therefore all statement items are declared valid and feasible to be used as research instruments. Furthermore, the reliability test results show that all variables have Cronbach's Alpha values above 0.60, indicating that the research instrument is reliable and consistent for measuring the variables in this study.

Table 1. Validity Test

Variable	Indicator	r value	r table	Information
Innovative Work Culture (X1)	X1.1	0,728	0,254	Valid
	X1.2	0,758		
	X1.3	0,572		
	X1.4	0,685		
	X1.5	0,758		
	X1.6	0,707		
	X1.7	0,577		
	X1.8	0,610		
Education (X2)	X2.1	0,759	0,254	Valid
	X2.2	0,764		
	X2.3	0,785		
	X2.4	0,657		
	X2.5	0,774		
	X2.6	0,736		
	X2.7	0,595		
Commitment (Y)	Y1.1	0,795	0,254	Valid
	Y1.2	0,765		

	Y1.3	0,820		
	Y1.4	0,883		
	Y1.5	0,802		

Source: Data output processed with IBM SPSS Statistic (2026)

Based on the results of the test shown in the table above, with a total of 60 respondents and a significance level of 0.05, the r-table value obtained was 0.254. The results indicate that all statement items used to measure the variables of Innovative Work Culture, Education, and Commitment have r-count values greater than the r-table value (0.254). Therefore, all questionnaire items are considered valid and suitable for use in this study.

Table 2. Reliability Test

Variable	Cronbach Alpha	Standard	Information
Innovative Work Culture	0,830	0,600	Reliable
Education	0,851	0,600	Reliable
Commitment	0,870	0,600	Reliable

Source: Data output processed with IBM SPSS Statistic (2026)

According to the table provided above, it is evident that all variables have Cronbach's Alpha values exceeding 0. 600. Consequently, all statement items in this research are deemed reliable and suitable for use as instruments for data collection.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,08472948
Most Extreme Differences	Absolute	,106
	Positive	,103
	Negative	-,106
Test Statistic		,106
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Data output processed with IBM SPSS Statistic (2026)

According to the findings from the normality test conducted using the Kolmogorov-Smirnov method, the significance value recorded was 0.200, which exceeds 0.05. This suggests that the data for each variable is normally distributed.

Table 4. Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-,230	1,405		-,164	,870		
Innovative Work Culture (X1)	,186	,096	,251	2,161	,035	,291	3,501
Education (X2)	,502	,103	,630	4,860	,000	,291	3,501

a. Dependent Variable: Commitment (Y)

Source: Data output processed with IBM SPSS Statistic (2026)

The results of the multicollinearity test indicate that no independent variable has a VIF value exceeding 10, with both Innovative Work Culture and Education having VIF values of 3.501. Consequently, we can conclude that the independent variables in this study do not display multicollinearity. Moreover, the criteria for classical assumption in linear regression using SPSS state that solid regression models must not be multicollinear. Therefore, the regression model used in this study is deemed to be free of multicollinearity.

Table 5. Heteroscedasticity Test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	,325	,948		,343	,733	
Innovative Work Culture (X1)	,071	,065	,267	1,091	,280	
Education (X2)	-,063	,070	-,220	-,898	,373	

a. Dependent Variable: Abs_Res

Source: Data output processed with IBM SPSS Statistic (2026)

Based on the results obtained from the Glejser test, it was found that all variables have significance values greater than 0.05. The variable of innovative work culture received a value of 0.280, which is greater than 0.05, while the education variable received a value of 0.373, also greater than 0.05. Therefore, it

can be concluded that the regression model in this study does not exhibit signs of heteroskedasticity.

Table 6. Multiple Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,230	1,405		-,164	,870
Innovative Work Culture (X1)	,186	,096	,251	2,161	,035
Education (X2)	,502	,103	,630	4,860	,000

a. Dependent Variable: Commitment (Y)

Source: Data output processed with IBM SPSS Statistic (2026)

Based on the outcome of the calculations from the multiple linear regression equation shown in the table above, the resulting equation is as follows:

$$Y = -0,230 + 0,186X1 + 0,502X2 + e$$

Table 7. Coefficient of Determination (R)² Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,852 ^a	,727	,717	1,104

a. Predictors: (Constant), (X2), (X1)

Source: Data output processed with IBM SPSS Statistic (2026)

Based on the results of the coefficient of determination test, the R² value was 0.727, while the Adjusted R Square value was 0.717. These results indicate that the variables of innovative work culture and education were able to explain 71.7% of the influence on commitment, while the remaining 28.3% was influenced by other factors outside the variables examined in this study.

Table 8. t-Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,230	1,405		-,164	,870
Innovative Work Culture (X1)	,186	,096	,251	2,161	,035
Education (X2)	,502	,103	,630	4,860	,000

a. Dependent Variable: Komitmen (Y)

Source: Data output processed with IBM SPSS Statistic (2026)

According to the table presented above, the statistical analysis indicates that Innovative Work Culture(X1) positively and significantly influences Commitment (Y), demonstrated by a t-value of 2.161, which

exceeds the t-table value of 2.002, and a significance level of 0.035, which is below 0.05. Furthermore, Education (X2) similarly exhibits a positive and significant impact on Commitment (Y), with a t-value of 4.860, which is greater than 2.002, and a significance level of 0.000 that is also below 0.05.

Table 8. F Test

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	184,512	2	92,256	75,748	,000b
Residual	69,422	57	1,218		
Total	253,933	59			
a. Dependent Variable: (Y)					
b. Predictors: (Constant), (X2), (X1)					

Source: Data output processed with IBM SPSS Statistic (2026)

Based on the results of the simultaneous analysis (F-test), the calculated F-value was 75.748 with a significance level of 0.000. Since the significance value was lower than 0.05, Innovative Work Culture (X1) and Education (X2) simultaneously had a significant effect on Commitment (Y). These results indicate that the regression model was able to explain the relationship between the independent variables and the dependent variable, therefore the proposed hypothesis was accepted.

DISCUSSION

Based on the research findings, an innovative work culture has a positive and significant influence on the commitment of artists within the Bethara Lendir Art Collective. This means that the stronger the implementation of an innovative work culture, the greater the commitment demonstrated by the artists. The most dominant indicator is team collaboration, which highlights that the ability to work together, exchange ideas openly, and share responsibilities plays an important role in strengthening commitment. In addition, the courage to take risks and effective leadership also contribute to creating a supportive and innovative working environment. A well-developed innovative work culture encourages artists to feel more engaged, appreciated, and motivated to continuously contribute to the collective, thereby increasing their emotional attachment and loyalty (Hastuti & Kismartini, 2026).

Education also has a positive and significant effect on the commitment of artists in the Bethara Lendir Art Collective. This indicates that better educational backgrounds and artistic development can strengthen the artists' commitment toward the collective. The strongest indicator is professionalism, which is reflected in responsibility for maintaining the quality of work, consistency in artistic standards, and professional attitudes in carrying out collective activities. Moreover, creativity in producing artwork and discipline in the creative process further support the growth of commitment among artists. Through education, artists gain broader knowledge, enhanced skills, and deeper insight into the collective's vision and values, which ultimately fosters a stronger sense of

belonging and sustained contribution (Kirani, 2023; Setyorini & Noviandari, 2022; Soeling et al., 2022).

Simultaneously, innovative work culture and education have a positive and significant effect on artists' commitment in the Bethara Lendir Art Collective. These two variables work together in strengthening commitment among collective members. An innovative work culture creates an open, collaborative, and supportive atmosphere for experimentation and creative exploration, while education improves competence, professionalism, and artistic capability. The combination of these factors increases emotional attachment, loyalty, and active participation among artists. Consequently, members become more motivated to contribute to collaborative projects, maintain the sustainability of the collective, and support the ongoing development of artistic innovation within Bethara Lendir (Mukti et al., 2026; Rachmad et al., 2023; Utami & Kamal, 2023).

CONCLUSIONS AND RECOMMENDATIONS

1. Artist commitment in the Bethara Lendir Art Collective is positively influenced by an innovation-oriented work culture. This indicates that a creative and collaborative work environment can strengthen member involvement, motivation, and sense of belonging within the art collective.
2. Artist commitment in the Bethara Lendir Art Collective is positively influenced by education. This shows that education and skills development can increase members' responsibility, loyalty, and active participation in organizational activities.
3. Artist commitment in the Bethara Lendir Art Collective is simultaneously influenced by innovation-oriented work culture and education. This indicates that supportive organizational culture and continuous learning opportunities can strengthen members' attachment and long-term commitment to the collective.

ADVANCED RESEARCH

It is recommended that the Bethara Lendir Art Collective continue developing an innovative work culture and improving members' education and skills to strengthen artist commitment and organizational sustainability. In addition, future researchers are advised to include other variables such as motivation, leadership, organizational climate, and job satisfaction, as well as apply qualitative or mixed research methods to obtain deeper findings regarding creative communities.

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