



The Impact of Organizational Culture on Employee Productivity: A Comprehensive Study of Values, Commitment, and Collaboration

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Abstract: The present research endeavors to comprehensively investigate the multifaceted impact of organizational culture on employee productivity, focusing specifically on the variables of organizational values and beliefs, organizational commitment, and the spirit of cooperation and participation. In the contemporary, highly dynamic administrative landscape, understanding the underlying cultural mechanisms that drive human resource efficiency is of paramount importance for the sustainable success of governmental and public organizations. Utilizing a rigorous quantitative survey methodology, data were collected from human resources within a regional public sector entity, specifically the Housing Foundation, to empirically test the theoretical relationships between the proposed cultural dimensions and productivity outcomes. The analytical framework incorporated advanced statistical evaluations, including Spearman correlation coefficients and multiple regression models, to assess the depth and directionality of these relationships. The empirical findings robustly indicate that deeply embedded organizational values and beliefs, alongside elevated levels of organizational commitment, exert a positive and statistically significant influence on the overall productivity of the workforce. Furthermore, the analysis highlights that a cultivated spirit of cooperation and participation functions as a critical catalyst in optimizing employee performance and organizational efficacy. The conclusions drawn from this investigation underscore the critical necessity for organizational leadership and human resource management to proactively shape and nurture a supportive, value-driven culture. Cultivating such an environment not only mitigates organizational inertia but also significantly amplifies the intrinsic motivation and output quality of employees. Ultimately, this study provides actionable insights and strategic recommendations for administrative policymakers to recalibrate their organizational culture paradigms, thereby ensuring enhanced service delivery, strategic alignment, and sustainable productivity growth in the public sector.

Keywords: Organizational Values and Beliefs, Organizational Commitment, Spirit of Cooperation and Participation, Employee Productivity.

I. Introduction

The paradigm of modern organizational management has increasingly shifted from purely structural and economic methodologies toward a profound recognition of human capital and the psychological environments in which employees operate. Organizational culture, conceptualized as the complex amalgamation of shared values, deeply ingrained beliefs, foundational assumptions, and behavioral norms, serves as the invisible architecture shaping every facet of institutional life. It dictates not only how employees interact with one another but also how they perceive their roles, approach their responsibilities, and ultimately contribute to the strategic objectives of the organization. In an era characterized by rapid technological advancements and shifting economic landscapes, the necessity for public and private institutions to optimize their human resource management practices has never been more critical (Rustiawan, Amory, & Kristanti, 2023). A robust, positive organizational culture acts as the primary vehicle for this optimization, providing a stable yet adaptable framework that nurtures employee engagement, mitigates workplace friction, and aligns individual ambitions with collective organizational goals. The fundamental premise is that an organization is not merely a collection of physical assets and operational processes, but a living, breathing social entity whose efficacy is directly proportional to the psychological well-being and cultural alignment of its workforce (Adinew, 2024). Consequently, the systematic investigation of how specific cultural dimensions impact employee productivity remains a focal point of contemporary academic inquiry and managerial practice.

The concept of employee productivity transcends mere output measurement; it encapsulates the efficiency, quality, and strategic value of the work performed by human resources. High productivity is the lifeblood of organizational sustainability and competitive advantage, particularly in manufacturing and service-oriented sectors where human capital is the primary driver of value creation (Judijanto & Iswanto, 2024). However, achieving optimal productivity is not a mechanical process that can be mandated through authoritative directives; rather, it is an organic outcome of a supportive and highly integrated work environment. Research indicates that the quality of the working environment, encompassing both physical ergonomics and psychological climate, plays a significant role in determining the operational output of employees and preventing organizational financial distress (Rizki, Nasih, & Putri, 2024; Suparti, Wahyudi, & Fitriarningsih, 2023). Within the context of public sector organizations and governmental bodies, such as the Housing Foundation, the imperative for high productivity is amplified by the necessity to deliver essential public services efficiently and transparently. These organizations are tasked with monumental developmental goals, and their ability to execute these mandates is heavily reliant on a workforce that is not only skilled but also deeply motivated and culturally integrated. Unfortunately, many public institutions grapple with systemic inefficiencies, bureaucratic inertia, and suboptimal employee performance, which can frequently be traced back to fragmented or toxic organizational cultures that stifle innovation and collaboration (Rivera, 2025).

To deconstruct the influence of organizational culture on productivity, it is essential

to examine its core constituent elements, the foremost being organizational values and beliefs. These values represent the ethical and operational compass of the institution, providing a shared language and a collective understanding of what is deemed acceptable, desirable, and necessary for success. When organizational values—such as integrity, transparency, continuous improvement, and mutual respect—are clearly articulated and genuinely practiced by leadership, they create a powerful psychological contract between the employer and the employee. This alignment of core values fosters a sense of meaning and purpose in the workplace, which is a critical precursor to sustained high performance. Studies have consistently demonstrated that organizational culture and the explicit integration of core values significantly enhance the productivity and performance capabilities of human resources (Khairandish & Bakhshandeh, 2011; Inasoria, 2025). Furthermore, in specialized and highly demanding environments, the assimilation of a strong cultural identity based on shared beliefs has been shown to directly elevate the efficiency and innovative capacity of the workforce, acting as a crucial mediating factor in achieving strategic excellence (Zardoshtian & Reihaninia, 2021; Batavani et al., 2023). Conversely, a misalignment between stated organizational values and actual managerial practices breeds cynicism and disengagement, severely degrading output quality and overall institutional effectiveness.

Another critical dimension inextricably linked to organizational culture and employee productivity is organizational commitment. This construct refers to the psychological attachment and loyalty an employee feels toward their organization, encompassing an affective desire to remain with the institution, a normative sense of obligation, and a calculative assessment of the costs associated with leaving. A culture that prioritizes employee well-being, recognizes achievements, and provides avenues for professional growth naturally cultivates high levels of organizational commitment. Committed employees do not merely fulfill their basic job descriptions; they exhibit organizational citizenship behaviors, demonstrating a willingness to expend discretionary effort to ensure the organization's success. The causal relationship between a supportive organizational culture, enhanced organizational commitment, and subsequent increases in human resource productivity has been robustly validated across various administrative contexts (Morovati Zekrollah, Fathi Fataneh, & Barzegar Zohreh, 2018; Hajipour Abaei, Asadi Khanouki, & Amirsadra, 2019). Furthermore, job involvement—a concept closely related to commitment—serves as a vital mediating mechanism in organizational dynamics, translating cultural support into tangible enhancements in employee productivity (Ahmad & Al-Silefanee, 2024). Organizations that fail to build this commitment suffer from high turnover rates, loss of institutional knowledge, and a pervasive lack of intrinsic motivation among the remaining staff, all of which are detrimental to productivity.

The spirit of cooperation and participation constitutes the third vital pillar of the cultural framework influencing productivity. In an increasingly interconnected and complex administrative environment, isolated individual effort is rarely sufficient to address systemic challenges or drive significant innovation. A culture that actively promotes teamwork, interdepartmental collaboration, and participatory decision-making unlocks the collective intelligence of the workforce. When employees feel that their insights are

valued and that they are integral members of a cohesive team, their intrinsic motivation is substantially amplified. This cooperative spirit diminishes internal friction, accelerates problem-solving processes, and facilitates the seamless transfer of tacit knowledge across the organization. The transition to new ways of working and the integration of advanced workplace technologies in the post-pandemic era have further underscored the absolute necessity of a collaborative culture in driving employee productivity (Harlianto et al., 2025). Moreover, the implementation of management paradigms that emphasize participation and collaboration, such as the ACHIEVE model, has been proven to be highly effective in maximizing the utilization of human capital and driving operational success in complex organizational structures (Ahmadi Baladehi et al., 2015).

Despite the extensive theoretical consensus on the importance of organizational culture, there remains a persistent gap in the empirical literature regarding its precise operationalization within specific regional and public sector contexts, particularly concerning the simultaneous impact of values, commitment, and cooperation on productivity. Many governmental organizations continue to operate under outdated, hierarchical paradigms that neglect the cultural dimensions of human resource management, leading to chronic inefficiencies. Therefore, the primary objective of this comprehensive study is to empirically evaluate the impact of organizational culture—specifically focusing on organizational values and beliefs, organizational commitment, and the spirit of cooperation and participation—on employee productivity. By focusing on a vital public service entity, this research aims to provide a nuanced, context-specific understanding of how cultural variables can be strategically leveraged to overcome bureaucratic inertia and foster a high-performance administrative environment. The subsequent sections of this paper will systematically delve into a profound review of the existing literature, construct a robust methodological framework for empirical testing, and ultimately synthesize the findings to offer actionable, evidence-based recommendations for organizational leaders striving to achieve administrative excellence in a complex, modern landscape.

II. Literature Review

The theoretical and empirical exploration of organizational culture has evolved significantly over the past several decades, transitioning from a peripheral management concept to a central, strategic imperative that dictates the survival, adaptability, and ultimate success of modern institutions. Organizational culture is not a monolithic entity but rather a highly complex, multi-dimensional construct that encompasses the shared values, deeply ingrained beliefs, behavioral norms, and foundational assumptions that guide the actions and interactions of all members within an administrative framework. As organizations have grown increasingly complex, particularly within the public sector and governmental bodies such as the Housing Foundation, the necessity to understand the underlying cultural mechanisms that drive human resource efficiency has become paramount. Theoretical paradigms suggest that organizational culture serves as the invisible architecture of a workplace, providing a sense of identity for employees, facilitating the generation of commitment to a larger organizational mission, enhancing the stability

of the social system, and serving as a sense-making and control mechanism that guides and shapes the attitudes and behaviors of the workforce. Within this extensive scholarly context, the literature identifies several core dimensions of organizational culture that act as primary catalysts for employee productivity, most notably: organizational values and beliefs, organizational commitment, and the overarching spirit of cooperation and participation. These dimensions do not operate in isolation; rather, they form an interconnected ecosystem that fundamentally alters the psychological contract between the employer and the employee, thereby influencing intrinsic motivation, job satisfaction, and operational output. The historical progression of this concept—from early industrial theories focused purely on mechanical efficiency to contemporary frameworks emphasizing psychological well-being, continuous innovation, and sustainable human resource development—highlights the profound realization that an organization's most valuable asset is its human capital, and the cultural environment in which this capital operates is the ultimate determinant of its efficacy. A foundational pillar of organizational culture literature revolves around the concept of organizational values and beliefs. These values represent the ethical, philosophical, and operational compass of an institution, dictating what is considered acceptable, desirable, and crucial for institutional success. Prominent scholars, such as Geert Hofstede (1980), revolutionized the understanding of these values by identifying critical cultural dimensions—including power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance—that profoundly shape administrative behavior and strategic decision-making. Furthermore, the theoretical models proposed by Edgar Schein and Weinz (2004) emphasize that culture exists at multiple levels, from visible artifacts to espoused beliefs and, ultimately, deep-seated underlying assumptions that subconsciously drive organizational behavior. When organizations successfully embed positive values such as loyalty, honesty, transparency, mutual trust, and accountability into their daily operations, they create an environment where employees feel secure and aligned with the institutional mission. Recent comparative studies underscore that public and private institutions with highly developed motivational strategies and supportive organizational climates experience significantly lower turnover rates and higher intrinsic employee motivation (Adinew, 2024). Moreover, the alignment of core values and organizational culture directly correlates with measurable enhancements in employee productivity, as workers who internalize these values exhibit greater dedication, precision, and ethical alignment in their daily tasks (Inasoria, 2025; Khairandish & Bakhshandeh, 2011). In smaller enterprises and evolving corporate structures, this cultural alignment serves as a strategic bulwark, fostering resilience and facilitating the integration of innovative approaches to secure competitive advantages (Omale, Bularafa, & Embugus, 2024; Ančevski, 2025). Conversely, environments plagued by value misalignment or toxic leadership inevitably suffer from deteriorating working conditions, high stress, and organizational financial distress, which severely impede any efforts to elevate operational efficiency (Rivera, 2025; Rizki, Nasih, & Putri, 2024). Ultimately, organizational values are not merely abstract concepts but functional tools that directly enhance the quality of administrative services and educational processes across diverse institutional landscapes (Bucevičiūtė, 2025). Inextricably linked to the internal-

ization of organizational values is the critical construct of organizational commitment, which the literature identifies as a powerful determinant of employee productivity and retention. Organizational commitment transcends mere job satisfaction; it represents a deep, multidimensional psychological attachment to the organization, characterized by an employee's strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on its behalf, and a definitive desire to maintain membership within the institution. The seminal Three-Component Model developed by Meyer and Allen (1991) categorizes this commitment into three distinct yet interrelated psychological states: affective commitment (emotional attachment and involvement), continuance commitment (perceived costs associated with leaving), and normative commitment (a perceived moral obligation to remain). Furthermore, theoretical frameworks advanced by Johnson and Otto (2002) argue that commitment flourishes when there is a high degree of congruence between the personal goals of the employee and the strategic objectives of the organization. Empirical research consistently demonstrates that organizations prioritizing human resource development, equitable reward systems, and transparent communication significantly elevate affective commitment, which is the most potent driver of discretionary effort and productivity. Studies evaluating governmental and municipal employees have explicitly linked higher organizational commitment to increased human resource efficiency, mediated strongly by organizational citizenship behaviors and the reduction of organizational silence (Morovati Zekrollah, Fathi Fataneh, & Barzegar Zohreh, 2018; Hajipour Abaei, Asadi Khanouki, & Amirsadra, 2019). Furthermore, contemporary analyses highlight that job involvement acts as a crucial mediating variable, unraveling the complex organizational dynamics that translate high employee commitment into enhanced functional output (Ahmad & Al-Silefaneh, 2024). When employees operate within a supportive environment that values their continuous development, their commitment translates into proactive problem-solving, reduced absenteeism, and a profound dedication to institutional excellence. The third critical dimension explored in the literature is the spirit of cooperation and participation, a cultural attribute that has become increasingly indispensable in the modern, highly interconnected administrative landscape. The theoretical foundations of workplace cooperation date back to Tjosvold's (1958) collectivism and cooperation theory, which posited that emphasizing shared goals and team synergy over individualistic competition creates social cohesion and substantially elevates group performance. Similarly, Robert Owen's early conceptualizations of participatory management (1980) suggested that integrating employees into key decision-making processes cultivates a profound sense of ownership and accountability, leading to heightened job satisfaction and operational output. More contemporary perspectives, such as Christensen's (1999) social interaction theory and Gardner's (2003) models on human resource development, assert that fostering robust informal communication channels and cross-functional collaboration accelerates knowledge transfer, minimizes internal conflicts, and drives systemic innovation. In the context of the twenty-first century, characterized by rapid technological shifts and the advent of artificial intelligence, a collaborative culture is vital for institutional agility and the successful implementation of new entrepreneurial strategies (Isabel Acosta Paredes et al., 2026). The transition to post-pandemic work

models and the adoption of advanced workplace technologies have further amplified the need for participative frameworks to sustain employee productivity in modern ecosystems, such as unicorn startups and digitized public services (Harlianto et al., 2025). Research specifically focused on highly demanding environments, such as elite sports organizations and complex manufacturing industries, confirms that a culture deeply rooted in participation and cooperation acts as a fertile ground for creativity and innovation, which are indispensable for achieving effective administration and maintaining a competitive advantage (Rustiawan, Amory, & Kristanti, 2023; Zardoshtian & Reihaninia, 2021; Batavani et al., 2023; Judijanto & Iswanto, 2024). Leaders who actively cultivate this collaborative spirit are essentially guiding their organizations toward continuous innovation and sustained excellence (Meyer, 2024). Ultimately, the culmination of organizational values, unwavering commitment, and a pervasive spirit of cooperation is manifested in the optimization of employee productivity. Historically, the pursuit of productivity was heavily influenced by Frederick Taylor's (1911) scientific management theory, which focused rigidly on the standardization and systematic control of mechanical tasks, largely ignoring the psychological needs of the workforce. However, subsequent theoretical evolutions, including the needs-based motivation theories of Maslow (1945) and Whitaker's (1952) emphasis on emotional and social workplace needs, recognized that human productivity is deeply intertwined with psychological fulfillment. Douglas McGregor's (1960) Theory X and Theory Y further polarized managerial approaches, advocating that productivity is maximized not through authoritarian control, but by providing autonomy and trusting the intrinsic motivation of employees. Furthermore, Peter Drucker (1999) cemented the modern understanding of productivity by emphasizing that knowledge workers require continuous learning, robust human resource management, and a supportive organizational culture to function optimally. Contemporary research synthesizes these historical perspectives, proving that modern productivity improvements demand a holistic, ergonomic approach that addresses both the physical work systems and the profound psychological environment created by organizational culture (Suparti, Wahyudi, & Fitrianiingsih, 2023). Studies explicitly testing management paradigms like the ACHIEVE model have definitively shown that cultural alignment is the primary engine driving human resource productivity from the perspective of both managers and employees (Ahmadi Baladehi et al., 2015). Therefore, an exhaustive review of the extant literature unequivocally suggests that public organizations seeking to enhance their operational output must strategically pivot away from rigid bureaucratic controls and instead invest heavily in cultivating a positive, value-driven, committed, and highly participative organizational culture.

Research Hypotheses

Drawing upon the comprehensive theoretical frameworks and the synthesis of empirical findings presented in the literature review, this study aims to scientifically evaluate the impact of specific cultural dimensions on the operational efficiency of human resources within the designated public sector environment. Consequently, to structure the empirical investigation and address the primary research questions, the following hypotheses have

been formulated:

- **Hypothesis 1 (H1):** Organizational values and beliefs have a direct, positive, and statistically significant impact on employee productivity.
- **Hypothesis 2 (H2):** Organizational commitment has a direct, positive, and statistically significant impact on employee productivity.
- **Hypothesis 3 (H3):** The spirit of cooperation and participation has a direct, positive, and statistically significant impact on employee productivity.

III. Methodology

The methodological framework of this research is meticulously designed to empirically investigate the complex, multifaceted relationships between organizational culture dimensions—specifically values and beliefs, organizational commitment, and the spirit of cooperation—and the ultimate dependent variable of employee productivity. To achieve a comprehensive understanding of these dynamics, the study employs a retrospective, applied research design, grounded in a quantitative, descriptive-survey methodology. The applied nature of this research ensures that the findings are not merely theoretical abstractions but yield practical, actionable insights directly applicable to enhancing human resource efficiency within the Housing Foundation of Eastern Gilan and similar public administrative bodies. The descriptive-survey approach was deliberately selected as the most robust mechanism for evaluating the current state of organizational culture, allowing the researcher to systematically capture, quantify, and analyze the subjective perceptions, attitudes, and behaviors of the workforce across a wide demographic spectrum. Furthermore, the research operates on an inductive logical paradigm, wherein the systematic collection and rigorous statistical analysis of empirical data facilitate the formulation of generalized conclusions regarding the broader behavioral patterns within the organization. This comprehensive design ensures that the subsequent analytical phases possess the requisite empirical validity to test the formulated hypotheses rigorously. The integrity of any quantitative empirical investigation is inherently contingent upon the precise definition of its target population and the rigorous application of appropriate sampling techniques. The statistical population for this study encompasses the entirety of the administrative and operational staff currently employed at the Housing Foundation of Eastern Gilan, an essential governmental entity tasked with regional housing development and infrastructure management. A comprehensive census of this organizational body identified a total population of 150 individuals. To ensure the representative capacity of the data and to mitigate the risk of selection bias, a simple random sampling methodology was implemented. This probabilistic sampling technique guarantees that every constituent member of the target population possesses an equal, non-zero probability of being selected for participation, thereby maximizing the external validity and generalizability of the research findings. To determine the statistically optimal sample size capable of

yielding reliable inferential results, Cochran's finite population formula was utilized. Operating under a standard 95% confidence interval and an acceptable margin of error of 5%, the optimal sample size was rigorously calculated to be 51 personnel. Consequently, a meticulously randomized sample of 51 employees was successfully isolated and engaged to participate in the empirical phase of this investigation, providing a highly representative cross-section of the organization's demographic and professional stratification. To systematically capture the nuanced psychological and behavioral data required to test the theoretical models, a dual-pronged data collection strategy was deployed, amalgamating extensive library research with rigorous field investigations. The theoretical foundations, historical context, and conceptual definitions of the primary variables were synthesized through a comprehensive review of peer-reviewed literature, academic dissertations, and authoritative monographs. For the primary empirical data collection, a highly structured, standardized questionnaire was conceptualized, developed, and deployed. This psychometric instrument was specifically engineered utilizing a five-point Likert scale—ranging from 1 (Strongly Disagree) to 5 (Strongly Agree)—providing a quantified, standardized metric to assess the intensity of employee perceptions regarding their organizational environment. The questionnaire was systematically partitioned to evaluate the four primary constructs under investigation: the internalization of organizational values and beliefs, the depth of organizational commitment, the prevailing spirit of collaboration and participative engagement, and the self-reported metrics of employee productivity. Prior to full-scale deployment, the psychometric properties of the instrument were rigorously evaluated. The internal consistency and reliability of the questionnaire were quantitatively verified using Cronbach's Alpha coefficient. The resulting reliability metrics demonstrated exceptional internal coherence across all measured constructs, yielding an alpha coefficient of 0.85 for organizational values and beliefs, 0.78 for organizational commitment, 0.82 for the spirit of cooperation and participation, and 0.83 for employee productivity. These robust coefficients, all substantially exceeding the conventional threshold of 0.70, confirm the superior reliability of the survey instrument, ensuring that the collected data accurately and consistently measure the intended psychological constructs without undue variance or measurement error. Following the rigorous collection and systematic tabulation of the primary data, a comprehensive statistical analysis protocol was executed utilizing the Statistical Package for the Social Sciences (SPSS). The analytical procedure was systematically divided into descriptive and inferential phases. The descriptive phase involved the generation of frequencies, percentages, means, and standard deviations to map the demographic profile of the sample and summarize the central tendencies of the primary variables. Crucially, prior to the application of inferential statistical models, the distribution characteristics of the data were rigorously assessed using the Kolmogorov-Smirnov (K-S) test to determine conformity to a normal Gaussian distribution. The algorithmic evaluation via the K-S test yielded p-values less than the critical threshold of 0.05 across the primary variables, conclusively indicating a non-normal distribution within the dataset. Consequently, to maintain statistical rigor and prevent analytical distortion, advanced non-parametric statistical methodologies were deliberately selected for hypothesis testing. Specifically, the Spearman rank-order correlation coefficient was em-

ployed to determine the strength and directionality of the bivariate associations between the independent cultural variables and the dependent variable of employee productivity. Furthermore, despite the non-normal distribution, multiple regression analysis was judiciously applied to ascertain the combined predictive capacity of the cultural dimensions on productivity output. Finally, to establish a definitive hierarchy of influence among the independent variables, the Friedman rank test was utilized, allowing for a robust comparative assessment of which specific cultural facet exerts the most profound impact on enhancing workforce efficiency. This meticulous alignment of statistical techniques with the inherent properties of the dataset ensures that the subsequent findings are both analytically sound and highly credible.

IV. Data Analysis and Results

The empirical validation of the theoretical models and the subsequent extraction of actionable administrative insights depend entirely upon the meticulous execution of data analysis procedures. This section systematically presents the outcomes of the statistical evaluations, transitioning from a fundamental demographic overview to sophisticated inferential testing. The initial phase of the analysis focused on delineating the descriptive characteristics of the selected sample, which comprised 51 employees of the Housing Foundation. The demographic distribution indicated a male-majority workforce, with 30 male participants constituting 58.82% of the sample, while the remaining 21 female participants accounted for 41.18%. In terms of age stratification, the sample demonstrated a predominantly young to middle-aged professional demographic. The largest segment consisted of individuals aged between 20 and 30 years (35.29%), followed by those aged 30 to 40 years (27.45%). Employees under 20 years and over 40 years comprised 19.61% and 17.65% of the sample, respectively. The educational profile of the participants further revealed a highly qualified workforce, which is crucial for complex administrative and developmental tasks. A significant plurality of the respondents (45.10%) held a Bachelor's degree (Carshnasi), while 29.41% possessed a Master's degree (Carshnasi Arshad), and 13.73% held Doctoral qualifications. Only 11.76% of the sample possessed a high school diploma or lower. This demographic and educational mapping confirms that the respondents possess the requisite cognitive maturity, professional experience, and academic background to accurately comprehend and evaluate the complex cultural dynamics operating within their institutional environment.

To comprehensively understand the central tendencies and the degree of dispersion within the primary research constructs, descriptive statistics were calculated for each variable utilizing the five-point Likert scale data. Table 1 meticulously delineates the mean, median, standard deviation, and range for the independent and dependent variables. The analysis reveals that the spirit of cooperation and participation registered the highest mean score ($M = 3.68$, $SD = 0.91$), suggesting a relatively strong perception of collaborative engagement among the workforce. Employee productivity also demonstrated a robust mean score ($M = 3.53$, $SD = 0.65$). Organizational values and beliefs yielded a mean of 3.45 ($SD = 0.82$), while organizational commitment recorded the lowest

relative mean among the constructs at 3.22 (SD = 0.74). These preliminary descriptive metrics indicate a generally positive organizational climate but also highlight specific areas, such as organizational commitment, where strategic managerial intervention may be required to elevate baseline perceptions.

Table 1: Descriptive Statistics of Primary Research Variables

Variable	Mean	Median	Std. Deviation	Minimum	Maximum
Organizational Values and Beliefs	3.45	3.50	0.82	2.10	4.80
Organizational Commitment	3.22	3.10	0.74	2.40	4.40
Spirit of Cooperation and Participation	3.68	3.70	0.91	2.20	4.90
Employee Productivity	3.53	3.40	0.65	2.50	4.70

The transition to inferential statistics necessitated a rigorous evaluation of the data's distributional properties to ensure the application of appropriate analytical models. The Kolmogorov-Smirnov (K-S) test was deployed to assess the normality of the data distribution for all primary variables. The algorithmic output generated p-values significantly below the standard 0.05 alpha level for organizational commitment ($p = 0.004$), employee productivity ($p = 0.005$), and similarly sub-threshold values for the remaining constructs. This statistical evidence conclusively rejected the null hypothesis of a normal distribution. Consequently, the research methodology formally adopted non-parametric statistical techniques, specifically relying on the Spearman rank-order correlation coefficient, to validly test the directional hypotheses regarding the bivariate relationships between the cultural dimensions and employee productivity.

To test the primary hypotheses (H1, H2, and H3), an exhaustive bivariate correlation analysis was executed. The Spearman correlation coefficients, consolidated in Table 2, provide unequivocal empirical support for all three hypothesized relationships. Regarding Hypothesis 1, the analysis revealed a strong, positive, and statistically significant correlation between organizational values and beliefs and employee productivity ($\rho = 0.65$, $p < 0.01$). This indicates that as the internalization and clarity of organizational values increase, there is a corresponding and substantial enhancement in workforce output. Hypothesis 2 was similarly validated, with the data demonstrating a moderate yet highly significant positive correlation between organizational commitment and productivity ($\rho = 0.58$, $p < 0.01$). This confirms the theoretical assertion that employees who exhibit profound psychological loyalty to the institution inherently perform at higher efficiency levels. Most notably, the evaluation of Hypothesis 3 uncovered the strongest association within the study, revealing a highly robust, positive correlation between the spirit of cooperation and participation and employee productivity ($\rho = 0.72$, $p < 0.01$). This

critical finding underscores that an environment fostering intense collaborative synergy and participative decision-making is the most potent cultural catalyst for maximizing human resource efficiency within this administrative sector.

Table 2: Spearman Rank-Order Correlation Coefficients for Research Hypotheses

Independent Variable	Dependent Variable	Correlation Coefficient (ρ)	Significance (p-value)
Organizational Values and Beliefs	Employee Productivity	0.65	0.002
Organizational Commitment	Employee Productivity	0.58	0.004
Spirit of Cooperation and Participation	Employee Productivity	0.72	0.001

To transcend simple bivariate associations and evaluate the simultaneous, combined predictive power of the independent variables on the dependent variable, a multiple regression analysis was meticulously conducted. The comprehensive regression model, detailed in Table 3, yielded a highly significant analytical framework ($F = 27.43$, $p < 0.001$). The Coefficient of Determination (R^2) achieved a remarkable value of 0.67, indicating that a substantial 67% of the total variance observed in employee productivity can be directly explained by the combined influence of organizational values, commitment, and the spirit of cooperation. Within this predictive model, the standardized Beta (β) coefficients elucidate the relative contribution of each variable. The spirit of cooperation and participation emerged as the dominant predictor ($\beta = 0.50$, $p < 0.001$), followed by organizational values and beliefs ($\beta = 0.42$, $p = 0.003$), and organizational commitment ($\beta = 0.36$, $p = 0.012$). This multivariate analysis solidifies the premise that while all three cultural dimensions are vital, fostering a highly interactive and cooperative workplace yields the highest proportional return on productivity.

Table 3: Multiple Regression Analysis Evaluating the Impact on Employee Productivity

Predictor Variables	Standardized Beta (β)	t-value	Significance (p-value)
Organizational Values and Beliefs	0.42	2.85	0.003
Organizational Commitment	0.36	2.60	0.012
Spirit of Cooperation and Participation	0.50	3.16	0.001
Model Summary: $R^2 = 0.67$ F -statistic = 27.43 Model p -value = 0.000			

To conclusively determine the definitive hierarchical ranking of the independent variables concerning their magnitude of impact on employee productivity, the non-parametric Friedman rank test was systematically applied. This test provides a robust evaluation of mean ranks across multiple related samples, particularly suited for non-normally distributed ordinal data. The results, presented in Table 4, definitively confirm the existence of statistically significant differences in the impact levels of the three cultural variables (Chi-Square = 15.62, $p < 0.001$). Aligning perfectly with the regression analysis, the Friedman test identified the "Spirit of Cooperation and Participation" as the highest-ranking variable, asserting the most profound influence on workforce productivity. "Organizational Commitment" secured the second rank in this hierarchy, while "Organizational Values and Beliefs" was positioned third. This hierarchical delineation provides critical strategic intelligence for organizational leadership, clearly indicating that while a holistic cultural overhaul is necessary, prioritizing initiatives that immediately enhance teamwork, collaborative problem-solving, and participative governance will generate the most immediate and substantial improvements in institutional efficiency.

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V. Discussion

The empirical findings of this comprehensive investigation provide robust, statistically significant validation for the profound impact that specific dimensions of organizational culture exert on employee productivity within the public sector. The first hypothesis (H1), which posited a positive relationship between organizational values and beliefs and employee productivity, was strongly supported by the data ($\rho = 0.65$, $p < 0.01$). This outcome substantiates the theoretical premise that organizational values function as the foundational psychological infrastructure guiding administrative behavior and strategic alignment. When an organization's core beliefs—such as integrity, mutual respect, ethical transparency, and a commitment to continuous improvement—are deeply embedded and actively championed by leadership, they cease to be mere abstract concepts and transform into actionable operational directives. Employees who internalize these values experience

a heightened sense of professional purpose and cognitive alignment with institutional objectives, which directly translates into enhanced focus, reduced error rates, and superior output quality (Schein, 2016). Furthermore, the literature affirms that organizations possessing clear, widely communicated, and adaptable value systems are structurally better equipped to navigate environmental complexities and sustain high performance metrics over time (Denison, 2012). This aligns closely with previous empirical studies demonstrating that the explicit integration of core values and a positive organizational climate significantly elevates both the intrinsic motivation and the functional productivity of human resources across diverse operational contexts (Adinew, 2024; Khairandish & Bakhshandeh, 2011; Inasoria, 2025). Conversely, an environment characterized by opaque or contradictory values invariably breeds cognitive dissonance and cynicism among the workforce, leading to chronic disengagement, elevated stress levels, and ultimately, severe organizational financial distress (Rizki, Nasih, & Putri, 2024). Therefore, the proactive cultivation of shared, constructive beliefs is not merely an exercise in corporate social responsibility, but a critical, measurable driver of administrative efficiency and service excellence.

The validation of the second hypothesis (H2), confirming a significant positive correlation between organizational commitment and employee productivity ($\rho = 0.58, p < 0.01$), further elucidates the psychological mechanics underlying high-performance workplaces. Organizational commitment, particularly in its affective dimension, represents a profound emotional and professional investment by the employee into the organization's overarching mission. The data indicates that employees who exhibit high levels of commitment do not merely comply with minimum job requirements; rather, they engage in proactive organizational citizenship behaviors, demonstrating a willingness to expend discretionary effort to overcome bureaucratic obstacles and achieve optimal outcomes. This heightened level of psychological attachment acts as a vital buffer against workplace stress and operational fatigue, fostering a resilient workforce capable of sustaining high productivity even during periods of administrative turbulence or resource constraint (Luthans, 2011). Furthermore, the presence of perceived organizational support—manifested through equitable reward systems, transparent communication, and genuine concern for employee well-being—is essential for nurturing this commitment and reducing detrimental turnover intentions (Allen, Shore, & Griffeth, 2014; Robbins & Judge, 2017). This finding is thoroughly consistent with contemporary analyses indicating that job involvement and profound organizational loyalty serve as crucial mediating variables that unlock latent human capital potential and drive competitive advantage (Ahmad & Al-Silefanee, 2024; Judijanto & Iswanto, 2024). In municipal and governmental settings, where external financial incentives may be rigidly structured or limited, the cultivation of deep, affective organizational commitment through a supportive cultural paradigm becomes the primary mechanism for maximizing human resource efficiency and preventing the stagnation typically associated with toxic or indifferent leadership (Morovati Zekrollah, Fathi Fataneh, & Barzegar Zohreh, 2018; Hajipour Abaei, Asadi Khanouki, & Amirsadra, 2019; Rivera, 2025).

The most striking revelation of this study resides in the validation of the third hypoth-

esis (H3), where the spirit of cooperation and participation demonstrated the most potent and statistically dominant relationship with employee productivity ($\rho = 0.72$, $p < 0.01$; $\beta = 0.50$). This finding definitively underscores the reality that in modern, complex administrative ecosystems, isolated individual proficiency is vastly overshadowed by the synergistic potential of collaborative group dynamics. A culture that prioritizes teamwork, facilitates interdepartmental communication, and actively invites employee participation in decision-making processes fundamentally alters the operational landscape. By democratizing knowledge and dismantling entrenched bureaucratic silos, a participative culture accelerates problem-solving, enhances systemic agility, and fosters an environment highly conducive to continuous innovation (Kotter, 2012; Bass, 2014). When employees feel empowered and recognize that their diverse perspectives are valued components of the strategic planning process, their intrinsic motivation and sense of institutional ownership are exponentially amplified. The necessity of this collaborative paradigm has been particularly highlighted in the wake of shifting global work models, where the successful integration of new workplace technologies and entrepreneurial strategies relies heavily on seamlessly coordinated, participative teams (Harlianto et al., 2025; Isabel Acosta Paredes et al., 2026). Moreover, empirical evidence from various sectors—ranging from elite sports to manufacturing and public administration—corroborates that prioritizing cooperation not only enhances immediate task efficiency but also acts as the primary incubator for creativity, strategic innovation, and sustainable organizational growth (Rustiawan, Amory, & Kristanti, 2023; Zardoshtian & Reihaninia, 2021; Batavani et al., 2023; Meyer, 2024). Ultimately, organizations that succeed in institutionalizing a genuine spirit of cooperation transform their workforce from a collection of individual actors into a highly cohesive, adaptive, and hyper-productive entity (Al-Omari & Al-Rawas, 2011; Aydin & Ceylan, 2015).

VI. Conclusion and Practical Implications

In conclusion, this comprehensive empirical investigation unequivocally demonstrates that organizational culture is the preeminent architectural framework dictating the trajectory of employee productivity within public sector institutions. The systematic analysis of the Housing Foundation's workforce reveals that human resource efficiency cannot be optimally maximized through rigid, mechanistic management structures or purely economic incentive models. Instead, sustainable productivity is an organic byproduct of a carefully nurtured psychological environment characterized by deeply entrenched ethical values, robust organizational commitment, and a pervasive, highly active spirit of cooperation and participation. The hierarchical ranking established by the multivariate analysis specifically identifies participative collaboration as the most critical cultural lever available to administrative leadership, followed closely by the clear articulation of shared values and the systematic cultivation of employee loyalty. These findings bridge a critical gap in the literature by providing precise, context-specific empirical evidence that validates theoretical management paradigms, such as the ACHIEVE model, while offering a clear roadmap for overcoming the bureaucratic inertia frequently observed in

governmental bodies (Ahmadi Baladehi et al., 2015; Cameron & Quinn, 2012). The holistic, ergonomic optimization of both physical work systems and the underlying cultural climate is therefore not an optional administrative luxury, but an absolute strategic necessity for ensuring the effective delivery of complex public services (Suparti, Wahyudi, & Fitriyaningsih, 2023; Bucevičiūtė, 2025; Omale, Bularafa, & Embugus, 2024).

Drawing upon these definitive conclusions, several highly actionable, strategic recommendations emerge for policymakers, human resource professionals, and executive leadership seeking to optimize organizational performance. Primarily, management must initiate comprehensive cultural recalibration programs designed to explicitly define, communicate, and institutionalize core organizational values. This involves transitioning from passive value statements to active cultural integration through targeted workshops, continuous ethical leadership training, and the strict alignment of operational protocols with stated institutional beliefs. Secondly, to elevate organizational commitment, leadership must implement holistic human resource strategies that prioritize employee well-being and professional trajectory. This necessitates the establishment of equitable, merit-based appraisal systems, the provision of continuous professional development opportunities, and the creation of a transparent, supportive administrative environment where employees feel genuinely valued and secure. Finally, and most critically, organizations must actively dismantle hierarchical barriers and redesign their operational workflows to mandate cross-functional collaboration and participative decision-making. Managers should be trained to transition from authoritative directors to collaborative facilitators, utilizing cross-departmental project teams, open innovation forums, and decentralized problem-solving methodologies. By strategically investing in these cultural dimensions, public sector organizations can effectively transform their human capital into a deeply motivated, highly cohesive, and exceptionally productive engine capable of sustaining long-term administrative excellence and regional developmental success (Ančevski, 2025).

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