

The Effect of Work Ethic, Tenure, and Facilities on Employee Productivity at PKU Muhammadiyah Aghisna Kroya General Hospital

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ARTICLE INFO

Keywords:

Work ethic;
length of service;
facilities;
employee productivity

Article history:

Received 2025-04-06

Revised 2025-05-21

Accepted 2025-06-27

ABSTRACT

This study aims to analyze the influence of work ethic, length of service, and facilities on employee productivity at RSU PKU Muhammadiyah Aghisna Kroya, both partially and simultaneously. The approach used is quantitative with a descriptive survey method. Data were obtained through questionnaires distributed to 167 respondents selected using simple random sampling techniques. Data analysis was carried out using statistical tests, including univariate analysis, bivariate with Pearson and Chi-Square correlation tests, and multivariate analysis with multiple linear regression to evaluate the simultaneous influence of independent variables on employee productivity. The results showed that work ethic has a positive and significant effect on employee productivity. Length of service has an effect on productivity, although the level of influence is lower than work ethic. Work facilities have a significant effect on productivity, indicating that the availability of adequate facilities can increase work effectiveness. Simultaneous analysis shows that work ethic, length of service, and facilities together affect employee productivity, with a coefficient of determination (R^2) value indicating that these three variables are able to explain most of the variation in productivity. Efforts to increase productivity can be made by strengthening work ethic, optimizing length of service, and providing better facilities for employees.

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1. INTRODUCTION

Employee productivity is a crucial aspect of organizational success, especially in the service sector (Purwadhi et al., 2024). Agustiany et al. (2024) state that productivity levels reflect employees' ability to perform their duties optimally in order to achieve organizational goals. Indah et al. (2024) add that factors such as work ethic, length of service, and work facilities play a significant role in shaping

motivation and work comfort. Work ethic reflects values such as discipline, responsibility, and perseverance, while length of service contributes to employees' experience and technical skills. Work facilities include the availability of resources and infrastructure that support the smooth execution of tasks.

A high work ethic creates a positive work culture and increases collective productivity. Arman & Jasman (2019) explain that employees with a high work ethic are more dedicated and strive to provide the best results. Meanwhile, length of service affects the understanding of work procedures and the ability to overcome challenges. Widjaja (2023) emphasizes that long work periods must be accompanied by competency development so as not to trigger boredom. Utomo et al. (2023) state that adequate work facilities can reduce psychological stress and increase efficiency. Ratnasari et al. (2024) added that improving work facilities reflects management's concern for employee welfare.

RSU PKU Muhammadiyah Aghisna Kroya, which was acquired by Muhammadiyah on June 1, 2023, strives to improve the quality of service and strengthen religious values in the workplace. Hospital management presents religious programs and strengthens the values of working together to expand the reach of services and increase patient satisfaction. However, the hospital's HR management revealed challenges in terms of the use of working time and the level of professionalism that is not yet optimal. This can be seen from the less-than-optimal compliance with regulations and the still low efficiency of patient services.

A good work ethic is the foundation of quality service. Yassir et al. (2023) highlighted that employees with a high work ethic are able to build patient trust in the hospital. Efforts to improve work ethic are carried out through strengthening organizational values and work motivation, although work pressure remains a challenge in maintaining consistent enthusiasm. Longer working periods support skills and response to emergency situations, but still require self-development so that employees do not get bored (Junaidi et al., 2023). New employees also need adaptation time before reaching optimal productivity, so management must create a balance.

Work facilities at RSU PKU Muhammadiyah Aghisna Kroya also play a significant role in supporting productivity. A comfortable work environment and the availability of adequate technology contribute to efficiency and quality of service. Imbalances in productivity between employees can be caused by differences in work ethic, length of service, and facilities obtained. Nuramalia & Andriani (2023) emphasize the importance of understanding the relationship between these three factors in order to design a more targeted performance improvement strategy. Analysis of the relationship between these variables is needed to improve the effectiveness of health services at RSU PKU Muhammadiyah Aghisna Kroya.

2. METHODS

This study uses a quantitative approach that aims to measure the relationship between variables objectively based on numerical data. The number of samples used was 167 respondents, which was determined through calculations using the Slovin formula to represent the population proportionally. The selection of a quantitative approach allows researchers to conduct statistical analysis of the data obtained so that the results of the study can be generalized more widely.

Data collection techniques are carried out through two methods, namely questionnaires and documentation. Questionnaires are used as the main tool to measure respondents' perceptions and opinions on the variables studied, using a scale that has been systematically arranged. Documentation is used as supporting data to obtain relevant written information, such as respondent profiles or institutional data, in order to strengthen the accuracy of the research results.

Data analysis techniques consist of univariate analysis to describe the characteristics of each variable, bivariate analysis to test the relationship between variables in two directions, and multivariate analysis to see the simultaneous influence of several independent variables on the dependent variable. This approach provides a comprehensive understanding of the complex relationship patterns between the variables studied.

3. FINDINGS AND DISCUSSION

Univariate Analysis

Respondent Characteristics

Table 1
Respondent Characteristics by Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	88	52,7	52,7	52,7
	Woman	79	47,3	47,3	100,0
	Total	167	100,0	100,0	

Source: Data Processing Results, 2025

Based on the data on respondent characteristics based on gender, it can be seen that the number of male respondents is greater than that of female respondents. Table 1 shows that out of a total of 167 respondents, there were 88 male respondents or 52.7% of all respondents, while female respondents numbered 79 or 47.3%. This shows that the composition of respondents based on gender is relatively balanced, although there is a slight dominance of male respondents.

Table 2
Respondent Characteristics by Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25 Years	18	10,8	10,8	10,8
	25-34 Years	40	24,0	24,0	34,7
	35-44 Years	70	41,9	41,9	76,6
	>44 Years	39	23,4	23,4	100,0
	Total	167	100,0	100,0	

Source: Data Processing Results, 2025

Respondent characteristics based on age show that the majority of respondents are in the age range of 35-44 years. Based on Table 2, the number of respondents in this age group reached 70 people or 41.9% of the total respondents. Meanwhile, the age group of 25-34 years had 40 respondents (24.0%), followed by the age group over 44 years with 39 respondents (23.4%). The age group <25 years is the group with the fewest number of respondents, namely 18 people or 10.8%. This distribution shows that most respondents are of productive age with quite mature work experience.

Table 3
Respondent Characteristics by Status

		Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	66	39,5	39,5	39,5
	Marry	101	60,5	60,5	100,0
	Total	167	100,0	100,0	

Source: Data Processing Results, 2025

Based on marital status, the majority of respondents are married. Table 3 shows that out of 167 respondents, 101 people or 60.5% are married, while 66 others (39.5%) are still single.

Table 4
Respondent Characteristics Based on Length of Service

		Length of work			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 Year	9	5,4	5,4	5,4
	1-10 Years	100	59,9	59,9	65,3
	>10 Years	58	34,7	34,7	100,0
	Total	167	100,0	100,0	

Source: Data Processing Results, 2025

Based on length of service, the majority of respondents have work experience between 1-10 years. Table 4 shows that as many as 100 respondents or 59.9% have worked in this time span. Meanwhile, as many as 58 respondents (34.7%) have worked for more than 10 years, and only 9 respondents (5.4%) have less than 1 year of work experience.

Frequency Distribution

Table 5
Frequency Distribution Results of Work Ethic

Work ethic	Amount	Percentage (%)
Strongly agree	408	30%
Agree	509	59,3%
Neutral	66	8,5%
Don't agree	16	1,9%
Strongly Disagree	3	0,3%
Total	1002	100%

Source: Data Processing Results, 2025

Based on the table above, the majority of respondents stated "Agree" to the statement regarding work ethic with a percentage of 59.3%, followed by respondents who "Strongly Agree" at 30%. Only a small portion were neutral (8.5%), disagreed (1.9%), and strongly disagreed (0.3%), indicating that most respondents have a positive view of work ethic.

Table 6
Frequency Distribution Results of Working Period

Work ethic	Amount	Percentage (%)
Strongly agree	502	50,09%
Agree	414	41,32%
Neutral	67	6,69%
Don't agree	15	1,5%
Strongly Disagree	4	0,4%
Total	1002	100%

Source: Data Processing Results, 2025

Based on the table above, respondents with tenure tend to state "Strongly Agree" to work ethic with the highest percentage of 50.09%, followed by those who "Agree" at 41.32%. A small portion is neutral (6.69%), disagrees (1.5%), and strongly disagrees (0.4%), which shows that tenure has a correlative tendency to positive attitudes towards work ethic.

Table 7
Frequency Distribution Results of Facilities

Work ethic	Amount	Percentage (%)
Strongly agree	910	45,4%
Agree	909	45,3%
Neutral	126	6,3%
Don't agree	43	2,2%
Strongly Disagree	16	0,8%
Total	2004	100%

Source: Data Processing Results, 2025

Based on the table above, the majority of respondents stated "Strongly Agree" and "Agree" regarding the influence of facilities on work ethic of 45.4% and 45.3% respectively. Meanwhile, 6.3% were neutral, 2.2% disagreed, and only 0.8% strongly disagreed, which illustrates that the availability of facilities is considered to greatly support the respondents' work ethic.

Table 8
Productivity Frequency Distribution Results

Work ethic	Amount	Percentage (%)
Strongly agree	882	44%
Agree	848	42,3%
Neutral	149	7,4%
Don't agree	114	5,7%
Strongly Disagree	11	0,6%
Total	2004	100%

Source: Data Processing Results, 2025

Based on the table above, most respondents stated "Strongly Agree" (44%) and "Agree" (42.3%) that work ethic influences work productivity. Others were neutral at 7.4%, disagreed at 5.7%, and only 0.6% strongly disagreed. This shows that work ethic is generally seen as making a positive contribution to productivity levels.

Bivariate Analysis

Normality Test

Table 9
Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		167
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,34744836
Most Extreme Differences	Absolute	,039
	Positive	,039
	Negative	-,024
Test Statistic		,039
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data Processing Results, 2025

The results of the normality test using the One-Sample Kolmogorov-Smirnov Test show that the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05. This indicates that the residual distribution in this study follows a normal distribution.

Multicollinearity Test

Table 10
Multicollinearity Test Results

Model	Unstandardized Coefficients		Coefficients ^a		t	Say.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	-2,369	4,116			-,576	,566		
WORK ETHIC	,704	,285	,292		2,472	,014	,206	4,864
WORKING TIME	,675	,153	,264		4,406	,000	,802	1,247
FACILITY	,333	,130	,298		2,558	,011	,212	4,715

a. Dependent Variable: PRODUCTIVITY

Source: Data Processing Results, 2025

Based on the results of the multicollinearity test above, it shows that the tolerance value for each independent variable is greater than 0.10, and the Variance Inflation Factor (VIF) value is below the critical limit of 10, which ranges from 1.247 to 4.864. This indicates that there is no serious multicollinearity among the independent variables in the regression model, so the model can be used for further analysis.

Heteroscedasticity Test

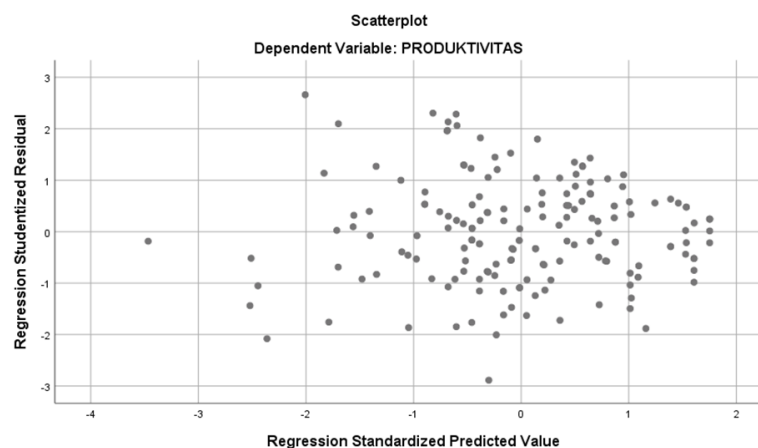


Figure 1
Heteroscedasticity Test Results

Based on the scatterplot image above, it is known that the data is spread out, does not form a particular pattern, and is spread around 0, so it is concluded that the data does not experience heteroscedasticity.

Correlation Test

Table 11
Correlation Test Results

		Correlations			
		WORK ETHIC	WORKING TIME	FACILITY	PRODUCTIVITY
WORK ETHIC	Pearson Correlat ion	1	,443**	,887**	,673**
	Sig. (2- tailed)		,000	,000	,000
	N	167	167	167	167
WORKING TIME	Pearson Correlat ion	,443**	1	,413**	,516**
	Sig. (2- tailed)	,000		,000	,000
	N	167	167	167	167
FACILITY	Pearson Correlat ion	,887**	,413**	1	,666**
	Sig. (2- tailed)	,000	,000		,000
	N	167	167	167	167
PRODUCTI VITY	Pearson Correlat ion	,673**	,516**	,666**	1
	Sig. (2- tailed)	,000	,000	,000	
	N	167	167	167	167

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing Results, 2025

The results of the correlation test show that sig. r count (0.666) > (0.172) r table, then H0 is rejected and Ha is accepted, so there is a correlation between facilities and productivity. Because the r count value is between 0.60-0.799, it means that the correlation strength is strong. R count is positive, which means that the direction of the correlation is in the same direction.

Multivariate Analysis**Multiple Regression Test**

Table 12
Multiple Regression Test Results

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2,369	4,116		-,576	,566
	WORK ETHIC	,704	,285	,292	2,472	,014
	WORKING TIME	,675	,153	,264	4,406	,000
	FACILITY	,333	,130	,298	2,558	,011

a. Dependent Variable: PRODUCTIVITY

Source: Data Processing Results, 2025

$$Y = -2.369 + 0.704 X_1 + 0.675 X_2 + 0.333 X_3 + 0,05$$

Based on the table above, it is known that:

1. The constant value is -2.369, this can be interpreted that if the value of the work ethic, work period, and facilities variables is 0, then the value of the productivity variable is -2.369.
2. The coefficient value is 0.704, this can be interpreted that a 1% increase in the work ethic variable will increase productivity by 70.4%, assuming the other variables remain constant.
3. The coefficient value is 0.675, this can be interpreted that a 1% increase in the work period variable will increase productivity by 67.5%, assuming the other variables remain constant.
4. The coefficient value is 0.333, this can be interpreted that a 1% increase in the facility variable will increase productivity by 33.3%, assuming the other variables remain constant.

T Test

Table 13
t-Test Results

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2,369	4,116		-,576	,566
	WORK ETHIC	,704	,285	,292	2,472	,014
	WORKING TIME	,675	,153	,264	4,406	,000
	FACILITY	,333	,130	,298	2,558	,011

a. Dependent Variable: PRODUCTIVITY

Source: Data Processing Results, 2025

Based on the results of the t-test above, it shows that work ethic, length of service, and facilities have a significant effect on productivity, with significance values of 0.014, 0.000, and 0.011 respectively, all of which are smaller than 0.05.

Uji F

Table 14
F Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3558,513	3	1186,171	61,625	,000 ^b
	Residual	3137,451	163	19,248		
	Total	6695,964	166			

a. Dependent Variable: PRODUCTIVITY

b. Predictors: (Constant), FACILITIES, WORK PERIODS, WORK ETHIC

Source: Data Processing Results, 2025

Based on the results of the f test in the table above, it shows that the significance value of 0.000 is smaller than 0.05, so the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. This indicates that work ethic, length of service, and facilities simultaneously have a significant effect on productivity.

Coefficient of Determination

Table 15
Results of Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,729 ^a	,531	,523	4,387

a. Predictors: (Constant), FACILITIES, WORK PERIODS, WORK ETHIC

b. Dependent Variable: PRODUCTIVITY

Source: Data Processing Results, 2025

Based on the table of determination coefficient test results above, it shows that the R Square value is 0.531, which means that 51.3% of the variation in productivity can be explained by work ethic, length of service, and facilities. Meanwhile, the remaining 48.7% is influenced by other factors outside the variables used in this study.

Discussion

Work ethic has been proven to have a major influence on employee productivity at RSU PKU Muhammadiyah Aghisna Kroya. Employees who demonstrate discipline, responsibility, and high motivation tend to provide optimal service, in accordance with the theory put forward by Bangun (2012) that work ethic is an individual commitment reflected in attitudes and motivation in completing tasks. The results of the t-test showed a significance value of 0.014 and a regression coefficient of 0.704, indicating that increasing work ethic significantly increases productivity. Training, reward systems, and a conducive work environment are the main supporting factors in building a strong work ethic.

Employee tenure also plays an important role in determining productivity. The longer a person works, the higher their understanding and skills in carrying out tasks, as explained by Yusuf & Syarif (2018) and Junaidi et al. (2023). The t-test results show a significance value of 0.000 with a regression coefficient of 0.675, which means that tenure has a significant positive impact on productivity. The

experience gained during the tenure allows employees to work more effectively and efficiently, especially in dealing with complex situations in the hospital environment.

Adequate work facilities are a supporting factor for smooth operational and employee work efficiency. Good facilities facilitate the completion of tasks without technical obstacles, as emphasized by Sulaksono (2015) that facilities are an important element that facilitates the implementation of tasks and increases work efficiency. The results of the t-test showed a significance value of 0.011 and a regression coefficient of 0.333, indicating that improving facilities also increased productivity, although its contribution was not as large as work ethic and length of service. Routine maintenance, tool updates, and provision of modern work facilities are the main strategies in optimizing facilities.

The three factors, namely work ethic, work period, and facilities, simultaneously have a significant influence on employee productivity, as explained by Hasibuan (2014) that productivity is the result of optimizing resources such as labor, time, and work facilities. The results of the F test show a significance value of 0.000 and R Square 0.531, which means that 51.3% of the variation in employee productivity can be explained by these three factors. The combination of internal motivation and external factors is the key to increasing overall productivity.

Other studies have also strengthened these findings. Akbar & Hapsari (2024) and Suprihartiningsih & Komala (2022) stated that work facilities have a positive and significant influence on employee performance and productivity, while Wiguna & Radila (2023) and Syaputra (2022) highlighted the importance of work ethic, discipline, and motivation as determining factors of productivity. Hidayat et al. (2022) found that the influence of work facilities on employee performance can be indirect, through increased job satisfaction. These findings emphasize that efforts to increase productivity must target both physical aspects such as facilities and non-physical aspects such as motivation and work relationships.

4. CONCLUSION

In conclusion, work ethic has a positive influence on employee productivity at RSUD Muhammadiyah Aghisna Kroya, where the higher the work ethic of employees, the higher their productivity in carrying out their duties and responsibilities. Length of service also has an effect on productivity, because employees with longer service periods tend to have better experience and skills, which has an impact on increasing productivity. Adequate work facilities also encourage work efficiency and comfort, so that employee productivity increases. In addition, the combination of work ethic, workload, and work environment together play an important role in determining the level of employee productivity at RSUD Muhammadiyah Aghisna Kroya.

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