



The Influence Of Organizational Culture And Communication On Work Conflicts Of Employees At Pt.Nagamas Agro Mulia Medan

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ABSTRACT

PT. Nagamas Agro Mulia is a company engaged in the processing of palm oil. Phenomena that occur in the company are: the existence of work conflicts between employees, causing disruption to company activities. This problem is allegedly caused by organizational culture and communication. The population in this study were all employees of PT. Nagamas Agro Mulia, totaling 174 employees. This study uses the Slovin Formula, so the number of samples is 121 respondents. This study uses multiple linear regression analysis to get a picture of the relationship between variables. The results of the simultaneous hypothesis test show that simultaneously, organizational culture and communication have a significant effect on work conflict of employees at PT. Nagamas Agro Mulia Medan. Partially, each variable of organizational culture and communication has a significant effect on work conflicts of employees at PT. Nagamas Agro Mulia Medan.

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1. Introduction

Employee work conflicts are: discrepancies or gaps between various parties within a company. Work conflicts within the company usually occur because of differences in the status, goals, values and perceptions of each employee. Incompatibility that occurs between employees will create tension that creates a conflict. Tensions can arise, both between individuals and between groups within the organization. There are many factors behind the occurrence of tension and incompatibility, including different personal traits, poor communication, differences in values and culture, and so on. It is these differences that ultimately bring the organization into conflict. Work conflicts that occur in a company if not resolved can cause disruption to the course of company activities. Therefore, the company must try to prevent the occurrence of a prolonged conflict.

Organizational culture is: a system of shared meaning held by members that distinguishes an organization from other organizations. The company consists of employees who have diverse cultural backgrounds. Employees are expected to be able to adjust to the culture of the organization where they join. Conflicts can occur when employees who are supposed to adjust to the culture of the organization where they join are actually more dominant in the culture they brought before joining the company. As a result, there is a mismatch between employees who follow the organizational culture and employees who do not follow the organizational culture, resulting in work conflicts.

Communication is: an interaction process used to exchange information between one employee and another. With communication, an employee conveys information to other employees, superiors give orders to employees, or the process of providing necessary information to parties outside the organization for the benefit of the organization. Communication is very important for a company because with communication, information can be given clearly and can avoid misunderstandings between employees due to lack of information received. Misunderstanding due to errors in communication can lead to work conflicts.



PT. Nagamas Agro Mulia is a company engaged in the processing of palm oil. Phenomena that occur in the company are: the existence of work conflicts between employees, causing disruption to company activities. Some work conflict problems that occur in the company include work conflicts between superiors and subordinates and conflicts between employees. In addition, work conflicts in the company also occur because employees feel less appreciated by their superiors and unsatisfactory compensation, causing conflicts within employees.

Conflicts between superiors and subordinates that occur in the company occur because superiors are not satisfied with the work of their employees, employees who fail to provide feedback to their superiors, or vice versa superiors who do not provide feedback on problems that occur, to misunderstandings due to communication errors. Conflicts between employees in the company occur because of differences of opinion between employees and the lack of willingness of employees to accept criticism from other employees. The problem of work conflict in the company has caused disruption to the implementation of company activities, an uncomfortable work atmosphere, to the increasing level of employee absenteeism due to discomfort with work conflicts that occur.

One of the problems that cause work conflict is: organizational culture. Problems with organizational culture in the company are: the inability of employees to carry out a hierarchical culture based on structure and control. The company wants a formal work environment and tight control. Leadership is based on organized coordination and monitoring with a culture that emphasizes efficiency and predictability. Companies want reliable planning, high product and service quality, on time delivery and low operating costs. Management must ensure job certainty and predictability.

Leaders in the company try to carry out the company's wishes by giving work orders to employees about work plans, emphasizing the need for an emphasis on operational costs. Problems occur when leaders want to implement a hierarchical culture in the company but lack direction to employees on how to implement it. In addition to these problems, the company's employees also prioritize the culture of seniority so that employees respect senior employees more than their superiors. This problem creates a conflict of interest between senior employees and other employees, especially if senior employees actually have positions as subordinates to junior employees. Senior employees are less willing to listen to directions from junior employees who are their leaders. The problem becomes more complicated when senior employees begin to influence other employees to disobey the junior employees who become leaders. This conflict will lead to work conflicts in the company.

Problems with organizational culture in the company also occur because of the inability of employees to apply their organizational culture in their organizational life. The company has a culture of courtesy that must be applied by every employee, but in reality not all employees can show it in the organization because everyone has a different attitude. As a result, employees practice their own culture which often conflicts with other employees, causing conflicts among employees within the company. Another problem that causes work conflict is: communication. Communication problems in the company include personal problems between employees, employees' unwillingness to be good listeners, and misperceptions in interpreting messages from other employees. Personal problems here occur because of the differences in the character of each employee in the company causing conflict even though communication has not occurred. Employees who are not suitable will become increasingly tense when there is communication between employees. When communication occurs between these employees, the employee has previously refused to accept the contents of the message, so that whatever is conveyed through communication becomes useless.

Another communication problem is: employees are not willing to be good listeners. Employees want to win themselves, feel the most right so they don't want to listen to other employees' opinions. This problem can cause work conflict problems because employees who are not listened to will feel offended, besides messages that are not listened to properly can lead to misunderstandings because they cannot be implemented properly within the company. Communication problems that occur in the company also include the problem of misperception among employees. This problem becomes even greater when the misperception that occurs is not corrected by the employee, meaning: the employee just ignores the misperception or misinterpretation of the message received, but does not clarify it to other employees so that the conflict problem is left unresolved. This problem is certainly not very good because conflicts that are not resolved immediately can lead to a widening of conflicts involving more employees. Employees are also less willing to listen to each

other at meetings, so every employee wants to be heard first, as a result, each employee becomes willing to win on their own and cause work conflicts. Based on the background of the problem above, the researcher is interested in conducting a research with the title of the thesis, "The Influence of Organizational Culture and Communication on Work Conflicts of PT. Nagamas Agro Mulia Medan employees."

There are 10 (ten) important indicators that can be used as an essential reference in understanding and measuring the existence of the organizational culture, namely Individual Initiative, What is meant by individual initiative is the level of responsibility, freedom or independence that each individual has in expressing opinions. Individual initiatives need to be appreciated by groups or leaders of an organization as long as it involves ideas to advance and develop the organization. Tolerance of Risky Actions The organizational culture needs to be emphasized, the extent to which employees are encouraged to act aggressively, innovatively and take risks. An organizational culture is said to be good, if it can tolerate members/employees to be able to act aggressively and innovatively to advance the organization and dare to take risks in what they do. Briefing, Direction refers to the extent to which an organization can create clearly the desired goals and expectations. These goals and expectations are clearly stated in the vision, mission and goals of the organization. This condition can affect the performance of the organization. Integration is the extent to which an organization can encourage organizational units to work in a coordinated manner. The cohesiveness of organizational units in working can encourage the quality and quantity of work produced. Management support is the extent to which managers can provide clear communication or direction, assistance and support to subordinates. Management's attention to employees is very helpful for the smooth performance of an organization. Control tools that can be used are the rules or norms that apply in an organization. For that we need a number of regulations and supervisors (direct supervisors) that can be used to monitor and control the behavior of employees in an organization. Identity is the extent to which employees in an organization can identify themselves as a unit and not as a particular work group. Self-identity as a unit is very helpful for management in achieving organizational goals and objectives. Reward System, the reward system is the extent to which the allocation of rewards (such as salary increases, promotions and so on) is based on work performance employees, not seniority or favoritism. Tolerance to Conflict The extent to which employees are encouraged to raise conflicts and criticism openly. Differences of opinion or criticism is a phenomenon that often occurs but can be used as a medium to make improvements or changes in strategy to achieve the goals of an organization. Communication Pattern the extent to which communication is limited by a formal hierarchy of authority. Sometimes the hierarchy of authority can hinder communication patterns between superiors and subordinates or between employees themselves. The indicators that affect communication are: Formal communication channels Formal communication channels affect communication effectiveness in two ways: Formal channels cover a wider distance in line with the development and growth of the organization. Formal communication channels impede the free flow of information between organizational levels.

Authority structure, Organizational structure has a similar effect on communication effectiveness. Differences in status and power within the organization help determine who will communicate pleasantly with whom. The content and accuracy of communications will also be affected by differences in authority among individuals. Job specialization. Job specialization usually facilitates communication within different groups. Members of the same group may share the same jargon, time horizon, goals, tasks, personal style. However, communication between very different groups may hinder the ownership of information. The term job ownership means that the individual has unique information and knowledge about his or her job.

The factors that cause work conflict are: Human factor Caused by superiors, especially leadership styles, personnel who maintain rigid rules, and arise because of individual personality traits, including egoistic, temperamental, fanatical and authoritarian attitudes. Organizational factors Competition in using resources. If resources, whether in the form of money, materials, or other means, are limited or restricted, competition in their use may arise. This is a potential conflict between units/departments within an organization.

Differences in objectives between organizational units. Each unit in the organization has specialization in its functions, tasks and fields. These differences often lead to conflicts of interest between these units. For example, the sales unit wants a relatively low price in order to attract more consumers, while the production unit wants a high price with the aim of advancing the company. Task interdependence. Conflict occurs



because of the interdependence between one group and another. Differences in values and perceptions. A group has a negative perception, because they feel they have been treated unfairly. Young managers have the perception that they get tasks that are quite heavy, routine and complex, while senior managers get tasks that are light and simple. Jurisdictional obscurity. Conflict occurs because the boundaries of the rules are not clear, namely the existence of overlapping responsibilities. Status problems, can occur because a unit / department tries to improve and improve the status of the organizational hierarchy, while other units perceive it as something that threatens its position in the organizational hierarchy status. Communication barriers, both in planning, supervision, coordination, and even leadership can lead to conflicts between units and departments.

Other factors Individual differences, including differences in the establishment and feelings, differences in cultural backgrounds so as to form different individuals as well. A person will more or less be affected by the patterns of thinking and the establishment of the group. Differences in interests between individuals or groups, including those concerning the economic, political and social fields. rapid and sudden value changes in society.

2. Method

2.1. Location and Time

This research was conducted at PT. Nagamas Agro Mulia. The research location is on Jl. Imam Bonjol No. 40, Medan. Research time is estimated September 2021 until completion.

2.2. Population and Sample

The population in this study were all employees of PT. Nagamas Agro Mulia, totaling 174 employees. This study uses the Slovin Formula, so the number of samples can be 121 respondents.

2.3. Data Collection Method

Collecting data through a questionnaire is done by asking questions to parties related to the problem. To assess respondents' responses, the author uses the Likert scale which uses several question items to measure individual behavior by responding to 5 choice points on each question item.

2.4. Validity and Reliability Test

The data obtained needs to be tested for its accuracy and reliability so that the results of data processing can be more precise and accurate. Therefore, it is necessary to know how high the validity and reliability of the measuring instrument (instrument) used. Based on the research, each variable of the questionnaire item that was tested for validity, all the questionnaires had met the valid criteria and were eligible to be used as a questionnaire in further research. While in reliability test, all variable questionnaire item is reliable and can be used as instrument.

3. Result and Discussion

3.1 Normality Test

The residual normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is to have residuals that are normally distributed. There is some method to do the normality test such as histogram graphic, normal probability plot of regression graphic and one sample Kolmogorov Smirnov statistic.

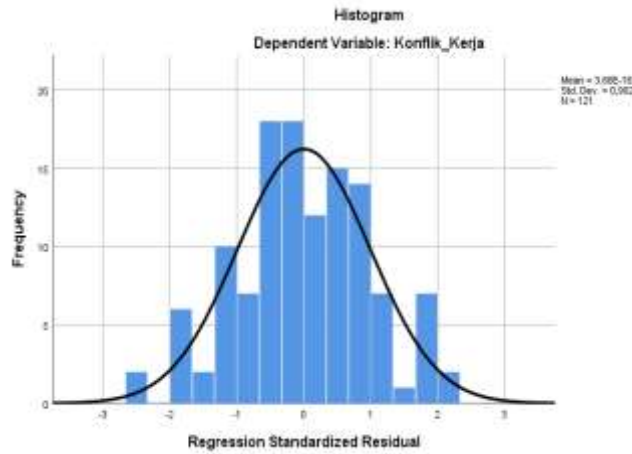


Figure 1.Histogram Graphic

Based on the picture above, it can be seen that the line forming a bell, not going left or right. This shows that the data is normally distributed and meets the assumptions of normality.

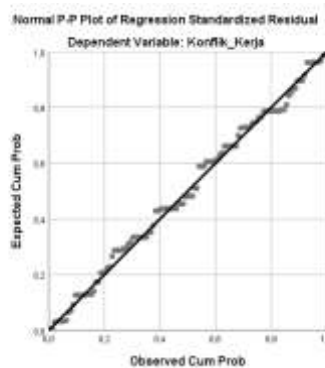


Figure 2. Normal Probability Plot of Regression Graphic

Based on the picture above, it shows that the data (dots) spreads around the diagonal line and follows the diagonal line. So from this figure it is concluded that the regression model residuals are normally distributed.

TABLE 1
One-Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		121
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,40805287
Most Extreme Differences	Absolute	,057
	Positive	,057
	Negative	-,054
Test Statistic		,057
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: Research Result, 2022



Based on the table above, the results of the Kolmogorov-Smirnov normality test prove that the significant value is greater than 0.05, namely 0.200, it can be concluded that the data is classified as normally distributed.

3.2 Multicollinearity Test

Multicollinearity is a condition in the regression model where there is a perfect or near perfect correlation between independent variables where a good regression model should not have a perfect or nearly perfect correlation between the independent variables.

The commonly used test method is to look at the Tolerance and Variance Inflation Factor (VIF) values in the regression model where the VIF value is less than 10 and has a Tolerance value of more than 0.1.

TABLE 2
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational Culture	,511	1,958
Communication	,511	1,958

a. Dependent Variable: Work Conflict

Based on the table above show that all the variables have a tolerance value more than 0.1 and VIF value less than 10 which can be concluded that there is no problem found in multicollinearity test.

3.3 Heteroscedasticity Test

Heteroscedasticity is a condition where in the regression model there is an inequality of variants from the residuals from one observation to another where a good regression model does not occur heteroscedasticity.

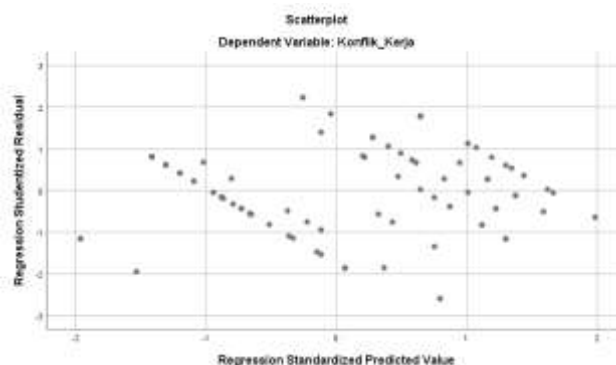


Figure 3. Scatterplot Graphic

Based on the scatterplot graph presented, it can be seen that the dots spread randomly and do not form a clear pattern and are spread either above or below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict achievement based on the input of the independent variable. The following is a glejser test which can be seen in the table below:

TABLE 3
Glejser Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,306	1,855		-,165	,869
Organizational Culture	,115	,072	,202	1,588	,115
Communication	-,050	,069	-,093	-,729	,467

a. Dependent Variable: Work Conflict

Source: Research Result, 2022

Based on the table above, it can be seen that the significance value of the two variables is greater than 0.05 so that it can be stated that there is no problem with heteroscedasticity testing.

3.4 Multiple Linear Regression Analysis

Multiple regression analysis is an analysis to determine whether there is a significant influence between two or more independent variables on one independent variable.

TABLE 4
Multiple Linear Regression Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-2,673	3,126		-,855	,394		
Organizational Culture	,659	,122	,339	5,420	,000	,511	1,958
Communication	1,122	,116	,603	9,657	,000	,511	1,958

a. Dependent Variable: Work Conflict

$$Y = -2.673 + 0.659 X_1 + 1.122 X_2 \tag{1}$$

Based on the above equation, it can be described as follows:

- The constant -2.673 means: if the organizational culture and communication variables are 0, then the work conflict will decrease by 2.673 units.
- The coefficient of organizational culture variable is 0.659 which means: if the organizational culture variable increases by 1 unit, then work conflict will increase by 0.659 units.
- The coefficient of communication variable 1.122 means: if the communication variable increases by 1 unit, then the work conflict will increase by 1.122 units.

3.5 Coefficient Determination

Analysis of determination test or also called R Square symbolized by R^2 which is used to determine the magnitude of the influence of the independent variable (X) together on the dependent variable (Y) where the smaller the coefficient of determination, this means the effect of the independent variable (X) on the dependent variable (Y) is getting weaker. Conversely, if the coefficient of determination is closer to number 1, then the effect of the independent variable on the dependent variable is getting stronger. Thus, if coefficient determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then there is a contribution that the independent variable gives to the dependent variable is perfect.

TABLE 5
Coefficient Determination Test

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,874 ^a	,765	,761	3,437

a. Predictors: (Constant), Communication, Organizational Culture

b. Dependent Variable: Work Conflict

Source: Research Result, 2022

Based on the table above, the value of the adjusted R square is: 0.761 or 76.1% work conflict can be explained by organizational culture and communication variables, the remaining 23.9% can be explained by other variables not mentioned in this study, namely: leadership, work attitude and others.

3.6 Simultaneous Hypothesis Test (F Test)

F test or regression coefficient test is used to determine whether simultaneously the independent variable has a significant effect on the dependent variable. In this case, to find out whether simultaneously the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 5%. The criteria for evaluating the hypothesis in this F test are:

H_0 Accepted if: $F_{count} < F_{table}$, H_a Accepted if: $F_{count} > F_{table}$

TABLE 6
ANOVA Test



	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4529,924	2	2264,962	191,756	,000 ^b
	Residual	1393,779	118	11,812		
	Total	5923,702	120			

a. Predictors: (Constant), Communication, Organizational Culture

b. Dependent Variable: Work Conflict

Source: Research Result, 2022

With a sample of 121 respondents, the value of df1 is 2, namely the number of all variables (3) minus 1, and df2 is 118, namely the number of respondents (121) minus the number of variables (3), then Ftable is: 3.07. Based on the table above, the value of Fcount is 191.756 or greater than Ftable 3.07 and the significance of 0.000 is less than 0.05. Thus, it can be concluded that the results of the study accept H3 which means simultaneously, organizational culture and communication variables have a significant effect on work conflict for employees of PT. Nagamas Agro Mulia Medan.

3.7 Partially Hypothesis Test (t Test)

The t test or partial regression coefficient test is used to determine whether partially the independent variable has a significant effect on the dependent variable or not. In this case, to find out whether partially the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 0.05 and a two-sided test. The criteria for evaluating the hypothesis in this t test are H_0 Accepted if: $t_{count} < t_{table}$, H_a Accepted if: $t_{count} > t_{table}$

TABLE 7
Coefficient Test

Model		t	Sig.
1	(Constant)	-,855	,394
	Organizational Culture	5,420	,000
	Communication	9,657	,000

a. Dependent Variable: Work Conflict

With a sample of 121 respondents, the value of df is 118, namely

- The number of respondents (121) minus the number of variables (3), then the t table is 1.98027. Based on the table above, it can be concluded that:
- The tcount value of the organizational culture variable is 5.420 or greater than ttable 1.98027 and the significance is 0.000 less than 0.05. Thus, it can be concluded that the results of the study accept H1 which means partially, the organizational culture variable has a significant effect on work conflict for employees of PT. Nagamas Agro Mulia Medan.
- The t-count value of the communication variable is 9.657 or greater than 1.98027 and the significance is 0.000 less than 0.05. Thus, it can be concluded that the results of the study accept H2, which means partially, the communication variable has a significant effect on work conflict for employees of PT. Nagamas Agro Mulia Medan.

4. Conclusion

The conclusions that researchers can draw from the results of this study are as follows: The results of the study accept H1 which means that partially, the organizational culture variable has a significant effect on work conflict for employees of PT. Nagamas Agro Mulia Medan. This result is indicated by the tcount value of the organizational culture variable which is 5,420 or greater than 1,98027 and the significance of 0.000 is less than 0.05. The results of the study accept H2, which means that partially, the communication variable has a significant effect on work conflict for employees of PT. Nagamas Agro Mulia Medan. This result is indicated by the tcount value of the communication variable which is 9.657 or greater than 1.98027 and the significance of 0.000 is less than 0.05. The results of the study accept H3 meaning that simultaneously, organizational culture and communication variables have a significant effect on work conflict for employees of PT. Nagamas Agro Mulia Medan. This result is indicated by the Fcount value is 191.756 or greater than Ftable 3.07 and the significance is 0.000 less than 0.05. The results of multiple linear regression analysis



show the equation $Y = -2.673 + 0.659 X_1 + 1.122 X_2$, meaning that both organizational culture and communication variables have a direct relationship with work conflict which can be seen from the positive sign. The results of the coefficient of determination test show that 76.1% conflict work can be explained by organizational culture and communication variables, the remaining 23.9% can be explained by other variables not mentioned in this study, namely: leadership, work attitude and others.

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