

Effects of Organizational Culture, Communication, Work Environment and Motivation on Organizational Commitment in Improving Employee Performance at the Aceh Besar District Attorney's Office

Febyolla Presilawati^{1*}, Erlinda¹, Haru Firdaus¹

¹Postgraduate Program, Universitas Muhammadiyah Aceh
Jl. Muhammadiyah No.91, Batoh, Kec. Lueng Bata, Kota Banda Aceh, Indonesia

Correspondence e-mail: febyolla.presilawati@unmuha.ac.id

Submission: 17-10-2025	Revision: 07-11-2025	Acceptance: 24-11-2025	Available Online: 10-01-2026
---------------------------	-------------------------	---------------------------	---------------------------------

Abstract - Companies and organizations are currently facing challenges to improve employee performance in an increasingly competitive business environment. One of the factors that can affect employee performance is organizational commitment, which is influenced by organizational culture, communication, work environment, and employee motivation. This study aims to analyze the effect of organizational culture, communication, work environment, and motivation on employee performance at the Aceh Besar District Attorney's Office. The research method used is a quantitative approach with Covariant-Based Structural Equation Modeling (CB-SEM) analysis with application AMOS 21 Version. The research sample consisted of 68 employees of the Aceh Besar District Attorney's Office selected by proportional random sampling method. Data were collected through questionnaires measuring variables of organizational culture, communication, work environment, motivation, organizational commitment, and employee performance. The results showed that organizational culture and employee motivation have an indirect effect on performance through organizational commitment. Meanwhile, organizational communication and work environment did not show a significant influence on employee performance. Organizational commitment is proven to have a positive and significant influence on employee performance. In conclusion, to improve employee performance, the Aceh Besar District Attorney's Office needs to strengthen a positive organizational culture, increase employee motivation, and build stronger organizational commitment. Thus, the organization can achieve its goals more effectively and efficiently.

Keywords: communication, culture, employee performance, organizational, work environment.

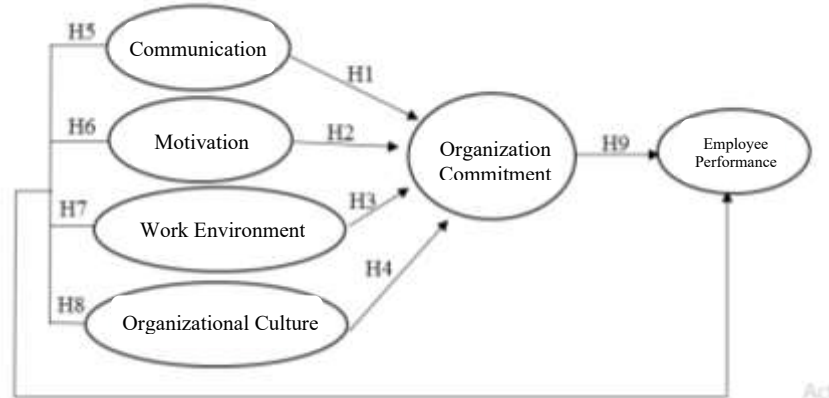
1. Introduction

Companies and organizations today face increasingly complex challenges in a highly competitive business environment. To survive and develop, organizations are required to have employees who are productive, innovative, and have a high commitment to organizational goals. Optimal employee performance is one of the main factors that determine organizational success (Balisa, 2024). Therefore, it is important for every organization to understand and manage the factors that can increase employees' commitment to the organization, which in turn will affect their performance.

Organizational commitment is a condition in which an employee feels bound, loyal, and committed to the values, goals, and mission of the organization where they work. Employees who have high commitment tend to be more enthusiastic in carrying out their duties, have a high sense of responsibility, and are ready to face challenges in order to achieve organizational goals. Conversely, employees who lack commitment to the organization can negatively affect their productivity and performance. (Noviardy, 2020)

Organizational culture, communication, the workplace, and motivation are a few elements that may have an impact on employees' organizational commitment. The norms, beliefs, and behaviors that emerge within an organization are referred to as organizational culture, and they have the power to influence how workers behave and collaborate. Strong organizational cultures foster a strong sense of belonging and community, which is crucial for fostering employee commitment. Employee commitment is also significantly influenced by effective communication within the company (Rivaldo, 2021). Relationships within the company may be strengthened, mutual trust can be increased, and miscommunication can be decreased with clear, honest, and two-way communication between management and staff. Workers are more likely to dedicate themselves to the objectives of the company if they feel appreciated and heard.

This research was conducted at the Aceh Besar District Attorney's Office. As a government institution, the Aceh Besar State Attorney's Office is expected to have a strong organizational culture, effective communication, a supportive work environment, and a good motivation system to improve employee performance. Therefore, the Aceh Besar District Attorney's Office is a relevant location to explore the influence of organizational culture, communication, work environment, and motivation on organizational commitment in improving employee performance.



Source: Based on previous research developed by the author, 2025

Figure 1. Framework

2. Research Methods

This research method refers to Cahyoseputro et al. (2021). This study uses a quantitative approach with the aim of confirming concepts and theories through numerical data analyzed using statistical analysis. The population of this study were all employees at the Aceh Besar District Attorney's Office, totaling 108 people. The research sample was taken as many as 68 employees using the proportional random sampling method.

The purpose of this study is to examine how employee performance at the Aceh Besar District Attorney's Office is impacted by communication, organizational culture, work environment, motivation, and organizational commitment. In order to accomplish these goals, a questionnaire with structured statements on the many parts of the study—such as organizational communication, organizational culture, work environment, motivation, and organizational commitment—was used to collect data. In order to examine respondents' answers more impartially, this questionnaire includes both positive and negative statements. 68 employees of the Aceh Besar District Attorney's Office participated in this survey as respondents.

The Likert scale, which has a value range of 1 to 7, is the measurement tool used in the questionnaire. A score of 7 denotes strong agreement, a score of 4 denotes neutrality, and a score of 1 denotes extreme disagreement. In addition to obtaining interval data that characterizes the degree of agreement on the features examined, this Likert scale is used to gauge how much respondents agree or disagree with the statements provided. In order to assess the respondent's attitude, opinion, or impression of the study object, the collected data can be further examined.

Assessment of employee performance is carried out by the direct supervisor of each employee, which differs based on position and level. Staff are assessed by Kasie/Eselon IV, while KSK/Functional employees are assessed by the Head of the Aceh Besar Provincial/District/City Public Prosecutor's Office or Echelon III Official. This assessment aims to obtain an objective perspective on employee performance based on the assessment of superiors who know their daily performance. Secondary data on employees was also obtained from the staffing section of the Aceh Besar District Attorney's Office.

In analyzing the data, this research uses the Structural Equation Modeling (SEM) method. SEM was chosen because of its ability to test complex relationships between existing variables, as well as measure the relationship between existing constructs in the study. Covariance matrix input is used in this analysis, because the covariance matrix allows more valid comparisons between different populations or samples, providing flexibility in processing data from samples that have different characteristics. In addition, the maximum likelihood estimation method is applied to obtain more efficient and precise parameter estimates.

Before conducting SEM analysis, several pre-analysis tests were conducted. First, a normality test was conducted to check the distribution of data, both univariate and multivariate, because normality test is an important prerequisite for applying SEM analysis. Next, outlier data that may interfere with the analysis process and produce invalid results were checked.

After the data is declared normal and free from outliers, construct validity and reliability testing are carried out, as well as confirmatory factor analysis (CFA) to ensure whether the constructs built in this study are in accordance with the existing theory and the data obtained. Goodness of Fit (GOF) or model fit is also tested through CFA to ensure that the proposed model is able to explain the relationship between variables well. The

GOF measures obtained will indicate the extent to which the model is acceptable and considered good in describing the relationship between variables.

All data processing is done using AMOS 21 software, which is software that is often used in SEM analysis to process covariance matrix data and test relationships between constructs. With these steps, it is expected that valid analysis results can be obtained and can provide deeper insight into the influence of communication, organizational culture, work environment, motivation, and organizational commitment on employee performance at the Aceh Besar District Attorney's Office.

3. Result and Discussion

Respondents in this study have diverse characteristics based on age, gender, marital status, latest education, average monthly income, and length of service, as shown in Table 1.

Table 1. Respondent Characteristics

Descriptions	Categories	Frequency	Percentage
Sex	Male	45	60,0%
	Female	30	40,0%
Age Groups	20-29	24	32,0%
	30-39	28	37,3%
	40-49	12	16,0%
	50-59	11	14,7%
Experience Work	00-09	41	54,7%
	10-19	15	20,0%
	20-29	9	12,0%
	30-39	9	12,0%
Education	High School (SMA)	16	21,3%
	Diploma (D3)	6	8,0%
	Diploma (D4)/ Bachelor (S1)	48	64,0%
	Master (S2)	5	6,7%
Position Class	KSK/Fungsional	29	38,7%
	Staf/Non Eselon	25	33,3%
	Kasie/Eselon IV	24	32,0%

This study involved 68 employees at the Aceh Besar District Attorney's Office as respondents, with distribution based on various demographic characteristics. Based on gender, the majority of respondents were male, reaching 60.0%, while women accounted for 40.0%. In terms of age group, most respondents were in the age range of 30-39 years, with a percentage of 37.3%. The 20-29 years age group accounted for 32.0%, while the 40-49 years and 50-59 years age groups accounted for 16.0% and 14.7% of the total respondents respectively.

In terms of tenure, respondents with tenure between 0-9 years dominated, reaching 54.7%, followed by respondents who had tenure between 10-19 years (20.0%) and 20-29 years and 30-39 years each at 12.0%. This shows that most employees at the Aceh Besar District Attorney's Office are relatively new to their jobs. For education completed, the majority of respondents had completed Diploma 4 / S1 education, with a percentage reaching 64.0%. A small number of respondents had completed senior high school (21.3%), diploma 3 (8.0%) and master's degree (6.7%). Finally, in terms of job class, the majority of respondents work in the KSK/Functional position, which accounts for 38.7% of the total respondents. Meanwhile, Staff/Non Echelon accounted for 33.3%, and Kasie/Echelon IV accounted for 32.0%. Overall, the distribution of respondents in this study reflects a variety of demographic characteristics, which allows for a more in-depth analysis of the influence of organizational culture, communication, work environment, and motivation on organizational commitment and employee performance at the Aceh Besar District Attorney's Office.

Based on the results of the instrument validity test carried out on indicators that measure various constructs in this study, it can be concluded that most indicators show good validity. The validity test is carried out by measuring the loading factor of each indicator, which reflects the extent to which the indicator is able to measure the intended construct in the study.

In general, the indicators in the constructs of Organizational Communication, Organizational Commitment, Organizational Culture, Motivation, Work Environment, and Performance have loading factors of more than 0.5, indicating that the indicators are valid. The construct of "Organizational Communication" consists

of three indicators, namely Macro Communication (KOM1), Micro Communication (KOM2), and Individual Communication (KOM3), with loading factors of 0.718, 0.786, and 0.706, respectively. All of these indicators are valid, because the loading factor value is greater than 0.5.

In the construct of "Organizational Commitment", the three indicators used—Affective Commitment (KMIT1), Continuation Commitment (KMIT2), and Normative Commitment (KMIT3)—have higher loading factors, namely 0.765, 0.727, and 0.793. All of these indicators are also valid and can be used to measure organizational commitment. The construct of "Organizational Culture" shows very good loading factor values for the three indicators studied, namely Professional (BUD1), Integrity (BUD2), and Trustworthiness (BUD3), with values of 0.812, 0.873, and 0.794, respectively. All of these indicators are valid and can be trusted to measure organizational culture. The construct "Motivation" has four indicators, three of which have high loading factor values, namely External Needs (MOT1) of 0.782, Internal Needs (MOT2) of 0.785, and Affiliation Needs (MOT3) of 0.933, which indicate very good validity. One indicator, namely Feedback (MOT4), has a loading factor of 0.657, which is still valid although slightly lower.

In the "Work Environment" construct, the majority of indicators show good validity, with a loading factor of more than 0.5. However, the Cooperation indicator (LING1) has a lower loading factor, which is 0.502, so this indicator is considered invalid and not suitable for use in further research. Finally, in the "Performance" construct, all indicators, including Discipline (KER1), Responsibility (KER2), Honesty (KER3), Cooperation (KER4), Loyalty (KER5), Initiative (KER6), Skill (KER7), Quantity (KER8), and Quality (KER9), have valid loading factors, each ranging from 0.661 to 0.806.

In Table 2, overall, the results of the instrument validity test indicate that most of the indicators used in this study are valid, with the exception of the Cooperation indicator (LING1) which is not valid. These valid indicators indicate that the instrument used can be relied on to measure the constructs intended in this study.

Table 2. Instrument Validity Test

Construct	Categories	Code	Frequency	Percentage	
Organizational Communication	Macro Communication	KOM1	0.718	Valid	
	Micro Communication	Individual	KOM2	0.786	Valid
		Communication	KOM3	0.706	Valid
Organizational Commitment	Affective Commitment	Continuous Commitment	KMIT1	0.765	Valid
		Normative Commitment	KMIT2	0.727	Valid
			KMIT3	0.793	Valid
Organizational culture	Professional	Integrity	BUD1	0.812	Valid
		Trust	BUD2	0.873	Valid
			BUD3	0.794	Valid
Motivation	External Needs	Internal Needs	MOT1	0.782	Valid
		Affiliate Needs	MOT2	0.785	Valid
		Feedback	MOT3	0.933	Valid
			MOT4	0.657	Valid
Work environment	Cooperation	Coordination	LING1	0.502	Invalid
		Division of tasks	LING2	0.810	Valid
		Employee Relations	LING3	0.659	Valid
		Work Facilities	LING4	0.799	Valid
		Work Passion	LING5	0.602	Valid
		Spatial	LING6	0.648	Valid
		Lighting	LING7	0.711	Valid
			LING8	0.619	Valid
Performance	Discipline	Responsibility	KER1	0.718	Valid
		Honest	KER2	0.706	Valid
		Cooperation	KER3	0.682	Valid

Construct	Categories	Code	Frequency	Percentage
	Faithfulness	KER4	0.687	Valid
	Initiative	KER5	0.712	Valid
	Skills	KER6	0.661	Valid
	Quantity	KER7	0.806	Valid
	Quality	KER8	0.719	Valid
		KER9	0.708	Valid

The following is a table that summarizes the results of the reliability and variance extracted calculations for each construct in this study, with a total of 68 respondents:

Table 3. Instrument Validity Test

Construct	Reliability	Variance Extraction	Information
Motivation	0.813	0.632	Reliable
Organizational culture	0.816	0.684	Reliable
Organizational Communication	0.661	0.544	Reliable
Work environment	0.726	0.486	Reliable
Organizational Commitment	0.707	0.581	Reliable
Performance	0.825	0.507	Reliable

From Table 3, Reliability: This value indicates the internal consistency of the construct being measured. The higher the reliability value (closer to 1), the more reliable the instrument is in measuring the construct. All constructs in this table have reliability values greater than 0.6, which means the instrument can be considered reliable for each construct.

Variance Extracted (VE): This value shows how much variance can be explained by the construct against the measured variable. A Variance Extracted value greater than 0.5 indicates that the construct can explain more than 50% of the variance in the measured indicator, which means that the construct has good convergence. All constructs have a Variance Extracted greater than 0.5, indicating that the constructs can explain most of the variance in the data. Thus, based on reliability and variance extracted, all constructs tested in this study can be considered reliable and valid for use in further analysis.

The estimation technique used is the maximum likelihood estimation method because the number of samples used is 68. This technique is carried out in stages, namely at the measurement model stage and the structural model as a whole with the confirmatory factor analysis technique to see the suitability or compatibility of the model developed in this study.

In this study, the author did not make modifications or revisions to the model but will make gradual adjustments to obtain the best model. Confirmatory factor analysis is a method that reflects a measurement model where the observed indicators or variables define constructs or latent variables. Therefore, the influence of a variable on another variable can be proven by statistical tests and other test tools on the suitability of a measurement model.

To make it easier to understand confirmatory factor analysis, the discussion is carried out separately for each exogenous and endogenous construct. The processing results show that all indicators in the construct and inter-construct variables show good results, namely the CR value above 1.96 with a probability of less than 0.05. All indicator loading factors are worth more than 0.6 or less than 0.95 (significance limit $\alpha = 0.05$) so it is concluded that the indicator is indeed part of the existing construct variable. At the measurement model stage, the chi-square value and other test tools indicate that the model is feasible to be continued at the structural model stage after the same adjustments are made to several performance variable indicators.

The convergent validity and discriminant validity tests at the confirmatory factor analysis stage show that all indicators or formers of each latent variable show good results, namely CR values above 1.96 with a probability of less than 0.05. In addition, all indicator loading factors are worth more than 0.6 or less than 0.95 (significance limit $\alpha = 0.05$) which indicates a close and significant relationship to the latent variable. The chi-square value is small and the probability is more than 0.05 so it can be concluded that the model is proven valid. Testing on other model test tools also supports that the measurement model is good or feasible to be continued at the structural model stage.

The results of processing at this stage, the chi-square value is high and the p-value is <0.05 so it is not statistically significant so it is necessary to re-adjust several indicators that have low or too high loading factors. The best decision is to drop the LING5, LING6, LING7 and LING8 indicators gradually so that they obtain the significance requirements. Previously, the LING1 indicator had been dropped from the model.

The convergent validity and discriminant validity tests at the confirmatory factor analysis stage show that all indicators or formers of each latent variable show good results, namely CR values above 1.96 with a probability of less than 0.05. In addition, all indicator loading factors are worth more than 0.6 or less than 0.95

(significance limit $\alpha = 0.05$) so that it shows that all indicators can explain the existence of the construct well. The validity of the measurement model is indicated by the chi-square value of the results <chi-square table or probability> 0.05 so that it is concluded that the model is considered unfit even though other test tools accept the model. The next step at this stage is to drop the direction of the Organizational Communication variable path to the Performance variable.

Confirmatory factor analysis on the measurement model shows that all indicators or formers of each latent variable show good results, namely CR values above 1.96 with a probability of less than 0.05. In addition, all indicator loading factors are worth more than 0.6 or less than 0.95 (significance limit $\alpha = 0.05$) which indicates a close relationship to the latent variable. The validity test of the measurement model can be shown from the chi-square value of the results or probability of less than 0.05 and other test tools provide support that the measurement model is declared suitable (fit) and can be entered into the structural model stage.

The convergent validity and discriminant validity tests at the confirmatory factor analysis stage show that all indicators or formers of each latent variable show good results, namely CR values above 1.96 with a probability of less than 0.05. In addition, all indicator loading factors are worth more than 0.6 or less than 0.95 (significance limit $\alpha = 0.05$) so that it shows that all indicators can explain the existence of the construct well. The chi-square value of the results > chi-square table or probability <0.05 which indicates insignificant results. Because significance is the main requirement in the measurement model, the step taken is to drop the Organizational Communication variable. The same step is also taken in the confirmatory factor analysis in the measurement model of the Performance construct variable and the Organizational Communication construct.

Confirmatory factor analysis of the measurement model shows that all indicator loading factors are quite high, indicating a close relationship to the latent variables, as well as a positive CR value above 1.96 with a probability of less than 0.05. The validity test of the measurement model can be seen in the chi-square value of the results < chi-square table or probability> 0.05, reinforced by other model testing tools that provide support that the measurement model is declared feasible (fit) and can be included in the structural model stage.

Confirmatory factor analysis of this model shows that all indicators or formers of each latent variable show good results, namely CR values above 1.96 with a probability of less than 0.05. In addition, all indicator loading factors are worth more than 0.6 or less than 0.95 (significance limit $\alpha = 0.05$) which indicates a close relationship to the latent variable. Validity tests on the measurement model can be seen in the chi-square value and probability > 0.05 especially in small samples and few indicators. Other test tools provide support that the measurement model is declared fit and can proceed to the structural model sta

The next stage of analysis is to conduct an overall structural model fit test on all manifest variables. Analysis of data processing results at the full model SEM stage is carried out by conducting a model suitability test (good fit) through several test tool criteria with the aim of strengthening, supporting or even rejecting the theory.

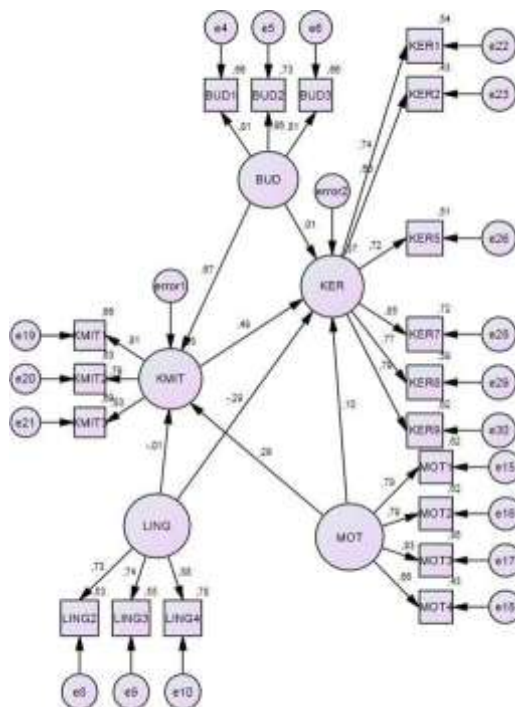


Figure 2. First stage full model confirmatory factor analysis

As explained in the previous stage, there are 5 variables that are worthy to be continued to the full model confirmatory factor analysis stage. At the measurement model testing stage, the organizational communication

construct turned out not to have a model fit with the performance and organizational commitment constructs so that the decision made was to drop the organizational communication construct from the structural model. Based on the results of the overall confirmatory factor analysis test on the manifest variables (except the latent variable of organizational communication), the results were obtained as in Figure 2.

Table 4. Results of Model Feasibility Testing in Full Model Confirmatory Factor Analysis, First Stage.

Goodness of Fit Indeks	Cut off Value	Results	Evaluasi Model
Chi-Square/	<174,10	344,31	Approximating the Chi-Square table
Probability	≥ 0,05	0,00	getting better or not significant
RMSEA	≤ 0,08	0,10	Bad
GFI	≥ 0,90	0,80	Marginal Fit
AGFI	≥ 0,90	0,73	Bad
CMIN/ DF	≤ 2,00	2,38	Acceptable Fit
TLI	≥ 0,90	0,83	Marginal Fit
CFI	≥ 0,90	0,86	Marginal Fit

The test results in Table 4 show that the structural model meets the criteria of being less good. To obtain a better structural model (good fit), the next stage of analysis is to test the structural parameter estimates, namely testing the relationship between constructs or independent variables in the structural model. The AMOS 21 output shows that all indicator loading factors do not experience significant changes and have high enough values to be considered capable of explaining the existing constructs. The relationship between constructs has changed after the measurement model is entered into the structural model from a positive to a negative direction, such as the work environment variable.

Adjustments were made again to obtain the best structural model. The best alternative is to eliminate the latent variable of the work environment from the model because the relationship between constructs has a negative CR value or it is concluded that the work environment variable does not have a positive and/or insignificant influence on the organizational commitment variable or the performance variable.

Based on the results of the analysis conducted, the main findings in this study are that most of the indicators in the tested constructs show good validity and reliability. The results of the validity test show that the indicators of constructs such as Organizational Communication, Organizational Commitment, Organizational Culture, Motivation, Work Environment, and Performance are mostly valid, except for the Cooperation indicator in the Work Environment construct which is not valid. In the reliability test, all constructs have a reliability value greater than 0.6, which indicates adequate internal consistency.

In the confirmatory factor analysis, several constructs such as Organizational Communication, Work Environment, and Performance showed poor model fit at the initial stage, with several indicators that had to be removed to achieve better model fit. In particular, the Organizational Communication construct did not show a good fit to Performance and Organizational Commitment, so it was removed from the structural model. Likewise, the Work Environment construct had to be adjusted after several indicators were removed, and the results showed that this variable did not have a significant effect on Performance or Organizational Commitment.

The SEM results show that after adjustments to the structural model, the relationships between constructs change, with the Work Environment variable finally being removed from the model because it shows a negative and insignificant relationship to the performance and organizational commitment variables. Overall, this study has succeeded in identifying valid and reliable constructs to analyze the factors that influence employee performance, but also highlights the importance of adjusting the model to obtain better results.

4. Conclusion

Based on the results of the analysis, it can be concluded that organizational culture does not have a significant direct effect on employee performance at the Aceh Besar District Attorney's Office. However, organizational culture has an indirect positive effect on performance through organizational commitment. Likewise, employee motivation, although it has no direct effect on performance, still has a positive impact through increased organizational commitment. Meanwhile, the work environment showed no significant effect, either directly or indirectly, on employee performance.

Organizational commitment is proven to have a positive and significant influence on employee performance, which means that the higher the employee's commitment to the organization, the better the resulting performance. Therefore, it is important for the leadership of the Aceh Besar District Attorney's Office to strengthen a positive work culture, increase employee motivation, and build strong organizational commitment so that employee performance can improve. With these steps, the Aceh Besar District Attorney's

Office can achieve organizational goals more effectively and efficiently.

References

- Ajefri, F. (2017). Efektifitas Kepemimpinan Dalam Manajemen Berbasis Madrasah. *Allidarah: Jurnal Kependidikan Islam*, 7(2), 99-119.
- Alam, S., & Multazam, A. M. (2024). Hubungan Budaya Organisasi Terhadap Kinerja Puskesmas Tanralili Kabupaten Maros Tahun 2022. *Jurnal Kesehatan Tambusai*, 5(1), 443-461.
- Alamsyahdana, A., Silalahi, K. A., & Maidiana, M. (2023). Peran Komunikasi Dalam Organisasi. *Madani: Jurnal Ilmiah Multidisiplin*, 1(11).
- Ariani, M. A. (2018). Kepemimpinan, Komitmen, dan Budaya Organisasi Mempengaruhi Kinerja Karyawan (Studi Kasus: PT. sumrelcon di Kota Balikpapan). *Jurnal GeoEkonomi*, 9(1), 32-44.
- Azhar, Maryam & Akbar, Shafighi, Ali. (2013). The effect of work motivation on employees' job performance (Case study: employees of Isfahan Islamic Revolution Housing Foundation). *International journal of academic research in business and social sciences*, September 2013, vol. 3, no. 9, www.hmars.com/journals, 432-445.
- Balisa, A., Leffia, A., & Shino, Y. (2024). Memanfaatkan Fungsi Sistem Informasi Manajemen: Prospek dan Tantangan di Dunia Bisnis. *Jurnal MENTARI: Manajemen, Pendidikan Dan Teknologi Informasi*, 2(2), 123-133. <https://doi.org/10.33050/mentari.v2i2.452>
- Buulolo, A., Fau, S. H., & Fau, J. F. (2021). Pengaruh komunikasi kerja terhadap semangat kerja pegawai dinas sosial kabupaten nias selatan. *Pareto: Jurnal Riset Bisnis dan Manajemen*, 6(2), 61-72.
- Cintiani, R., & Hadijah, H. S. (2018). Apakah kepuasan kerja guru di SMK PGRI 3 Cimahi dapat dipengaruhi lingkungan kerja non fisik?. *Jurnal Pendidikan Manajemen Perkantoran*, 3(1), 28-35.
- Cahyoseputro, W., Juliawati, L. T., & Rokhaminawanti, E. (2021). Pengaruh Komunikasi Interpersonal Pimpinan, Motivasi Kerja Dan Lingkungan Kerja, Terhadap Kepuasan Kerja Karyawan Di Hotel Intercontinental Midplaza Jakarta. *Sebatik*, 25(2), 537-544. <https://doi.org/10.46984/sebatik.v25i2.1468>
- Dewi Suma, S. E., & Karim, M. D. A. (2024). *Perilaku Organisasi*. Cv. Azka Pustaka.
- Habudin, H. (2020). Budaya Organisasi. *Jurnal Literasi Pendidikan Nusantara*, 1(1), 23-32.
- Harahap, S. W., Ginting, R. R. B., Rasyidin, M., & Sahputra, D. (2021). Komunikator dan Komunikan dalam Pengembangan Organisasi. *Tabularasa: Jurnal Ilmiah Magister Psikologi*, 3(1), 106-114.
- Mayasari, R. (2023). Penerapan Budaya Organisasi Yang Beretika Bisnis Pada Perusahaan. *Jurnal Pusdansi*, 2(1).
- Ningsih, R. Y., & Setiawan, D. (2019). Refleksi Penelitian Budaya Organisasi di Indonesia. *MIX: Jurnal Ilmiah Manajemen*, 9(3), 293238.
- Noviardy, A., & Aliya, S. (2020). Pengaruh Employee Engagement dan Komitmen Organisasi Terhadap Kinerja Karyawan di Bidang Perkebunan Kelapa Sawit. *Mbia*, 19(3), 258-272.
- Nukhbatillah, I. A., Milah, A. R., Misbahudin, M., & Hapidin, A. (2024). Strategi Komunikasi Organisasi dalam Upaya Meminimalisir Konflik Senioritas pada Pengurus Ranting Fatayat Nu Desa Parakanmunggu. *J-STAF: Siddiq, Tabligh, Amanah, Fathonah*, 3(2), 421-436.
- Pramularso, E. Y. (2017). Pengaruh Disiplin Kerja terhadap Kinerja Karyawan Cipta Hotel Pancoran Jakarta Selatan. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 1(2), 171-178.
- Rivaldo, Y., Sulaksono, D. H., & Pratama, Y. (2021). Pengaruh Stres Kerja, Komunikasi, Komitmen Organisasi Dan Motivasi Terhadap Kepuasan Kerja Pegawai Damkar Pemko Batam. *Jurnal Manajemen dan Kewirausahaan*, 1(1), 49-58.
- Saleh, A. M. (2016). *Komunikasi dalam kepemimpinan organisasi*. Universitas Brawijaya Press.
- Setiawan, Ferry dan Dewi, Kartika (2014). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada CV Berkat Anugerah. *Jurnal. Denpasar: Universitas Udayana*
- Sihaloho, R. D., & Siregar, H. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan Pada PT. Super setia sagita medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273-281.