Research Article

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The Influence of Work Environment and Communication on Organizational Commitment with Teamwork as an Intervening Variable at the Medan Religious Training Center

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Abstract: *This research aims to see the influence of the Work Environment and Communication on Organizational Commitment with Teamwork as an intervening variable at the Medan Religious Education and Training Center. This research uses associative quantitative research and primary data sources. This research was conducted at the Medan religious training center, the population in this study was 60 employees and used a saturated sampling technique to calculate the sample. Data were collected by distributing questionnaires, this research model uses analytical tools and the research measuring tool uses smart PLS version 3. The results of this research are as follows: Teamwork has a positive and significant effect on Organizational Commitment with an original sample value of 0.326 and P values 0.041. Communication has a positive and significant effect on Teamwork with an original sample value of 0.227 and a p value of 0.026. Communication has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.134 and a P value of 0.422. Work Environment has a positive and significant effect on Teamwork with an original sample value of 0.597 and a p value of 0.000. Work Environment has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.254 and a p value of 0.175. Communication has a positive and insignificant effect on Organizational Commitment through Teamwork with an original sample value of 0.074 and a p value of 0.187. Work Environment has a positive and insignificant effect on Organizational Commitment through Teamwork with an original sample value of 0.195 and a p value of 0.053.*
Keywords: *Work Environment, Communication, Teamwork, Organizational Commitment.*

Introduction

Human Resources (HR) is one of the most important factors in a company. In facing the flow of globalization, the success or failure of a company in achieving its goals depends greatly on the ability of human resources to carry out the tasks assigned to the organization. Because HR is one of the most important factors in an organization in addition to other factors such as the quality of human resources or employees, it can be measured by the employee's productivity. The organization always tries to continuously improve its Total Quality Management so that it can survive, develop and have high self-confidence. Therefore, organizations must form good employee work discipline and create good organizational commitment for employees. Organizational management must be able to manage human resources well, utilizing them optimally. The work environment is the environment where employees carry out their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can influence employee emotions. If an employee likes the work environment where he works, then the employee will feel at home in his workplace doing activities so that working time is used effectively and the employee's work performance is optimistic. The work environment includes work relationships formed between fellow employees and work relationships formed between fellow employees, work relationships between subordinates and superiors as well as the physical environment in which employees work (Mardiana, 2005).

Communication is a basic human activity, with which humans can relate to each other in everyday life, at home, at work, in the market, in society or wherever humans are. With communication we can form mutual understanding, foster friendship, maintain affection, spread knowledge and preserve civilization. But with communication we also spread and foster division, feed hostility, instill hatred, hinder progress and inhibit thought. In the world of work, communication is very important both in organizations and government agencies. Especially to increase employee work motivation. Besides that, human resources are also a determinant of the success of a business. Therefore, employees are needed who are able to excel, have high work enthusiasm, are loyal and are willing to work as best as possible for the benefit of the organization. Getting employees with these aspects is not easy, but requires a certain effort to develop the quality of employees according to what the organization needs. Teamwork is a necessity in realizing work success. Collaboration in a team will be a driving force that has energy and synergy for the individuals who are part of the teamwork. Without good cooperation, brilliant ideas will not emerge. As stated by Bachtiar (2004), cooperation is the synergy of the strengths of several people in achieving a desired goal.

Collaboration will unite the power of ideas that will lead to success. A team is a unit consisting of two or more people who interact and coordinate their work for a specific purpose. This definition has 3 (three) components. First, two or more people are needed. Second, people in a team have regular interactions. Third, people in a team have the same goals. Every team and individual is closely related to cooperation that is built with awareness of achievement and performance. Commitment is an effort to achieve goals in an organization with the willingness to direct all resources for the benefit of the organization and the commitment to remain a member of the organization. A person's commitment to carrying out the tasks given to him is not the same for everyone. The realization of commitment in an organization depends on how we build responsibility to have a strong intention to carry out the goals within the organization.

The phenomenon that occurs at the Medan Religious Education and Training Center is that the poor work environment in terms of location and behavior of other workers makes some employees uncomfortable due to the toxic work environment so that smooth communication between employees is slightly disturbed due to the presence of toxic employees, teamwork is also still problematic. between employees elbowing each other, knocking each other down and there is still no solution to overcome this. When other employees are collaborated with other employees who they don't like, that's where it will appear that their work doesn't work together and they hate each other so that organizational commitment is put aside. bringing down one's co-workers.

Literature Review

Work environment

According to Sedarmayati (2013) defines that: "The work environment means all the tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as an individual and as a group. According to Sukanto and Indryo (2018) the work environment is everything around the worker that can influence work, including lighting arrangements, controlling noise, workplace cleanliness and workplace safety arrangements. According to Afandi (2018), the work environment is something that exists in the workers' environment which can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and whether or not work equipment is adequate.

Rio Yudha Syahputra et al

The Influence of Work Environment and Communication on Organizational Commitment with Teamwork as an Intervening Variable at the Medan …

Work Environment Indicators

Work environment indicators according to Sedarmayanti (2013) are:

1) Lighting in the workplace;
2) Temperature at work;
3) Safety at work;
4) Cleanliness.

From the opinions of experts, it can be concluded that the work environment is everything that is around the employee while working, both physical and non-physical, which can influence the employee while working. If the work environment is conducive then employees can be safe and comfortable and if the work environment is not supportive then employees cannot be safe and comfortable.

Communication

Communication according to Mangkunegara (2013) is the process of transferring information, ideas, understanding from one person to another with the hope that the other person can interpret it according to the intended purpose. According to Agus M. Hardjana (2016) "Communication is an activity where someone conveys a message via certain media to another person and after receiving the message then provides a response to the sender of the message."

Communication Indicators

According to Mangkunegara (2016) communication indicators include:

1. Intensity of communication If there are lots of good conversations, the communication process will become smoother. Intensity of communication is very necessary for the smooth running of the communication process in an organization.
2. Effectiveness of communication Effectiveness of communication implies that communication is direct, meaning that the communication process is carried out directly with face-to-face frequency to make it easier for other people to know what the communicator is conveying.

Teamwork

According to West (in Hatta, 2017) a lot of research has proven that group collaboration leads to better efficiency and effectiveness and this is very different from work carried out individually. According to Andrew Carnegie (in Kaswan, 2017) teamwork is the ability to work together to achieve a common vision. Ability to direct individual achievement towards organizational goals. Teamwork is the fuel that enables ordinary people to achieve extraordinary results.

Teamwork Indicators

According to West (in Hatta et al, 2017) determines teamwork indicators as a measuring tool as follows:

a. Responsibility, namely jointly completing work, that is, by giving responsibility, good cooperation can be created.
b. Mutual contribution, namely by contributing both energy and thoughts to each other, cooperation will be created.
c. Maximum mobilization of abilities, namely by maximizing the abilities of each team member, cooperation will be stronger and of higher quality.

Organizational Commitment

According to Indra Kharis (2013) organizational commitment is a situation where an employee sides with a particular organization as well as the goals and desires to maintain membership in that organization. So high job involvement means siding with an individual's particular job. According to Moorhead and Griffin (2015) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization. An individual who has high commitment will likely see himself as a true member of the organization.

Organizational Commitment Indicators

According to Indra Kharis (2013) indicators of organizational commitment are:

1. Employee Will Employee will is a sense of caring or willingness of an employee to uphold commitment in an organization. The employee's desire to arise can be based on their love for the organization, co-workers or other factors that support the employee's commitment to the organization.

2. Employee Loyalty Employee loyalty towards the place where they work is something that is highly desired by the organization, because having a sense of loyalty to each of its employees will create an attitude of loyalty and of course they will continue to hold their commitment to the organization even though they have been offered to another organization.

3. Employee pride in the organization. A sense of pride in an organization is a goal in organizing because the sense of pride that arises begins with a feeling of love and loyalty to the organization and is supported by an attitude of responsibility towards what is done and slowly the process reaches success and a sense of pride will arise. in that organization.

Method

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2017). In this research, the exogenous variables are Use of the Work Environment (X1) and Communication (X2). Meanwhile, the endogenous variable is Organizational Commitment (Y) and the Intervening Variable is Teamwork (Z). This research was carried out at the Medan Religious Education and Training Center. This research was carried out from March 2023 to July 2023.

According to (Sugiyono, 2017), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion drawn is that the population used is 60 employees. According to Sugiyono (2017), the sample is part of the number and characteristics of the population. However, in this research, because the population is relatively small, the sampling technique used is a saturated sampling technique, which involves all respondents to be the sample, meaning the sample that will be used is 72 employees.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

Rio Yudha Syahputra et al

The Influence of Work Environment and Communication on Organizational Commitment with Teamwork as an Intervening Variable at the Medan …

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2014). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2014) the t table value criteria is 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the value limit..Average..Variance..Extracted.(AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure:
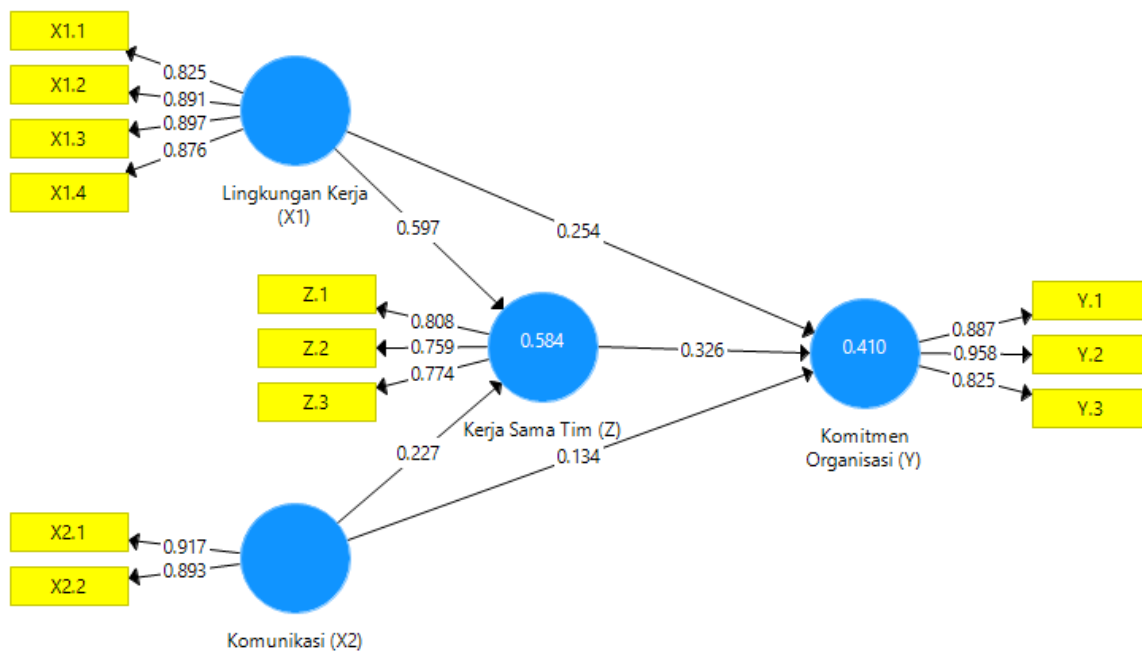

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$Z = b1X1 + b2X2 + e1$
$Z = 0.597X1 + 0.227X2 + e1$

For substructure 2:

$Y = b3X1 + b4X2 + b5Z + e2$
$Y = 0.254X1 + 0.134 X2 + 0.326Z + e2$

Table 1. Outer Loadings

	Teamwork (Z)	Organizational Commitment (Y)	Communication (X2)	Work Environment (X1)
X1.1				0.825
X1.2				0.891
X1.3				0.897
X1.4				0.876
X2.1			0.917	
X2.2			0.893	
Y.1		0.887		
Y.2		0.958		
Y.3		0.825		
Z.1	0.808			
Z.2	0.759			
Z.3	0.774			

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

Table 2. Discriminant Validity

	Teamwork (Z)	Organizational Commitment (Y)	Communication (X2)	Work Environment (X1)
X1.1	0.654	0.403	0.576	0.825
X1.2	0.659	0.538	0.519	0.891
X1.3	0.620	0.465	0.560	**0.897**
X1.4	0.663	0.612	0.611	0.876
X2.1	0.594	0.470	**0.917**	0.588
X2.2	0.515	0.432	0.893	0.589
Y.1	0.563	0.887	0.472	0.434
Y.2	0.574	**0.958**	0.459	0.563
Y.3	0.457	0.825	0.403	0.564
Z.1	**0.808**	0.539	0.555	0.696
Z.2	0.759	0.326	0.424	0.560
Z.3	0.774	0.509	0.441	0.460

Source: Smart PLS 3.3.3

In table 2 above, there is a loading factor value for the Teamwork variable that is greater than the other variables, the loading factor value for the Organizational Commitment variable is greater than the loading factor value for the other variables, the loading factor value for the communication variable is greater than the loading factor value for the other variables, the value The loading factor for the Work Environment variable is greater than the loading factor value for the other variables. This means that the values in the table above show that the values are discriminantly valid.

3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Teamwork (Z)	0.755	0.824	0.609
Organizational Commitment (Y)	0.869	0.921	0.795
Communication (X2)	0.780	0.901	0.819
Work Environment (X1)	0.895	0.927	0.761

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Teamwork (Z)	0.584	0.569
Organizational Commitment (Y)	0.410	0.378

Source: Smart PLS 3.3.3

Rio Yudha Syahputra et al
The Influence of Work Environment and Communication on Organizational
Commitment with Teamwork as an Intervening Variable at the Medan …

There is an R square value for Teamwork of 0.584 with a percentage of 58.4%, meaning that the influence of the Teamwork and Communication Environment variables is 58.4% and the rest is on other variables. The R square value of the Organizational Commitment variable is 0.410 if the percentage is 41.0%, meaning that the influence of the Work Environment, Communication and Teamwork variables is 41.0%, the rest is on other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.086	0.086
d_ULS	0.581	0.581
d_G	0.369	0.369
Chi-Square	124,894	124,894
NFI	0.748	0.748

The Goodness of Fit test results of the PLS model in the table above show an NFI value of 0.748 and this value is greater than the value of 0.697 and the research in the fit model is considered to have fit data so it can be explained if this research is fit in testing.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Teamwork (Z) -> Organizational Commitment (Y)	0.326	2,047	**0.041**
Communication (X2) -> Teamwork (Z)	0.227	2,227	**0.026**
Communication (X2) -> Organizational Commitment (Y)	0.134	0.804	**0.422**
Work Environment (X1) -> Teamwork (Z)	0.597	6,895	**0,000**
Work Environment (X1) -> Organizational Commitment (Y)	0.254	1,357	**0.175**

Source: Smart PLS 3.3.3

In table 6 above there are direct hypothesis values and explanations as follows:

1. Teamwork has a positive and significant effect on Organizational Commitment with an original sample value of 0.326 and a P value of 0.041. This means that increasing teamwork will increase organizational commitment. If teamwork decreases, organizational commitment will also decrease.

2. Communication has a positive and significant effect on Teamwork with an original sample value of 0.227 and a p value of 0.026, meaning that if good communication increases, teamwork will increase and if good communication decreases, teamwork will also decrease.

3. Communication has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.134 and a P value of 0.422, meaning that if good communication increases, the sense of commitment to the organization does not necessarily increase and if communication decreases, the sense of commitment to the organization also does not necessarily decrease.

4. Work Environment has a positive and significant effect on Teamwork with an original sample value of 0.597 and a p value of 0.000. If a good work environment increases then teamwork will increase and if the work environment decreases and is less good then teamwork will also decrease.

5. Work Environment has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.254 and a p value of 0.175. If the work environment improves, then organizational commitment will not necessarily increase because the nature of the commitment is in the employees themselves. If the work environment is not good but their commitment to the organization is high, then their performance will still improve, so whether the work environment is good or not, it does not necessarily mean that organizational commitment will increase.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Communication (X2) -> Teamwork (Z) -> Organizational Commitment (Y)	0.074	1,321	**0.187**
Work Environment (X1) -> Teamwork (Z) -> Organizational Commitment (Y)	0.195	1,939	**0.053**

Source: Smart PLS 3.3.3

In table 7 above there are indirect hypothesis results, there are positive and insignificant values in both hypotheses which show that Teamwork has no indirect effect with insignificant values which will be explained as follows:

1. Communication has a positive and insignificant effect on Organizational Commitment through Teamwork with an original sample value of 0.074 and a p value of 0.187, meaning that variable Z is not able to influence variables X2 and Y significantly, which means Teamwork is not an intervening variable.

2. Work Environment has a positive and insignificant effect on Organizational Commitment through Teamwork with an original sample value of 0.195 and a p value of 0.053, meaning that variable Z is not able to influence variables X1 and Y indirectly so it can be interpreted that Teamwork is not an intervening variable.

Closing

Conclusion

After getting the results of the hypothesis, the researcher will conclude the research results as follows:

1. Teamwork has a positive and significant effect on Organizational Commitment at the Medan Religious Training Center.
2. Communication has a positive and significant effect on Teamwork at the Medan Religious Training Center.
3. Communication has a positive and insignificant effect on Organizational Commitment at the Medan Religious Training Center.
4. The work environment has a positive and significant effect on teamwork at the Medan Religious Training Center.
5. Work Environment has a positive and insignificant effect on Organizational Commitment at the Medan Religious Training Center.
6. Communication has a positive and insignificant effect on Organizational Commitment through Teamwork at the Medan Religious Training Center.
7. Work Environment has a positive and insignificant effect on Organizational Commitment through Teamwork at the Medan Religious Training Center.

Suggestion

The suggestions for this research are as follows:

1. Organizations must pay attention to communication between employees to create good performance among other employees.
2. Organizations must make teamwork an organizational culture by providing benefits that support teamwork because with teamwork work will be completed quickly.
3. Organizations must pay attention to the work environment of employees, including the tools used by employees, employee safety, ensuring that employees do not have disagreements or conflicts, as well as strict supervision of employees.
4. Increasing organizational commitment must be done because by increasing employee commitment to the organization, employee performance will be even better. To increase employee commitment to the organization, the organization must pay attention to and listen to employee suggestions and complaints and also provide motivation.

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