

The Influence of Organizational Culture, Training, and Interpersonal Communication on Employee Work Productivity

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Abstract

In the context of globalization and economic integration, an increasing number of multinational companies have established subsidiaries in Indonesia to expand market share and enhance competitiveness. However, cross-national differences in organizational culture, heterogeneous training systems, and the dynamics of interpersonal communication pose significant challenges to human resource management particularly in maintaining employee productivity. This study aims to analyze the managerial role in addressing differences in organizational culture, the effectiveness of employee training, and the quality of interpersonal communication in relation to work productivity. Employing a quantitative research design with a cross-sectional census approach, the study involved all employees in the target population as respondents, without sampling techniques. Data were collected using a five-point Likert scale questionnaire distributed via Google Forms. The data were then analyzed using multiple linear regression with SPSS version 25. The results indicate that organizational culture (X_1) and training (X_2) do not have a statistically significant effect on work productivity (Y), with p-values of 0.363 and 0.109, respectively. In contrast, interpersonal communication (X_3) demonstrates a positive and significant effect on work productivity ($p = 0.000$). Collectively, the three independent variables explain 98.1% of the variance in work productivity ($R^2 = 0.981$), suggesting that the model is robust in capturing the interrelationships among these variables in the studied context.

I. INTRODUCTION

In the accelerating era of globalization (Basri, 2025), foreign direct investment (FDI) companies play a pivotal role in driving Indonesia's economic development (Dona, 2017). These multinational enterprises frequently introduce distinct organizational cultures and

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international work standards, which are subsequently adapted to local market contexts (D. P. Putra & Perkasa, 2024). High-quality human resources are considered the most valuable asset for organizational sustainability (Pratiwi et al., 2022), as human capital serves as the engine and determinant of organizational direction, ultimately shaping the degree to which a company achieves its goals, vision, and mission (Ikut, 2015; Syahkuan et al., 2022).

Organizational culture comprises a set of shared values, norms, and beliefs held by members of the organization, encompassing patterns of thinking, behaving, and interacting (Jismin et al., 2022; Kurnia et al., 2023). As such, organizational culture plays a critical role in shaping the identity of the organization (Darmawan, 2022; Febrianti et al., 2024), as it regulates and influences employee behavior and guides how decisions are made within the institution (Wahyuni et al., 2023). The success of an organization largely depends on the extent to which its members contribute meaningfully and adapt effectively to its cultural environment in pursuit of shared organizational goals (Febrianty et al., 2023).

Training within an organization is essential for fostering the development of employee capabilities across all levels (Febrianty et al., 2023). It serves as a strategic initiative aimed at improving work productivity and achieving collective organizational goals (Aprilistyan & Ikhwan, 2022; Madjidu et al., 2022; Sugesti & Gunawan, 2024). Furthermore, training challenges employees to engage in critical thinking in response to technological shifts and innovation, by translating theoretical competencies into real-world application under current external organizational pressures (Daeli et al., 2024; Hasim et al., 2024). Effective training programs also enhance employee loyalty, which can reduce turnover rates. Employees who perceive organizational support for their skill development are more likely to feel valued and confident in their roles, fostering both retention and organizational commitment (Raharjo et al., 2025).

Interpersonal communication within an organization is considered effective when employees are actively engaged in collaborative problem-solving, particularly through the negotiation of viable solutions to emerging issues (Putra et al., 2021). In contrast, poor interpersonal communication can lead to misunderstandings, confusion, and demotivation, ultimately diminishing work productivity. Therefore, interpersonal communication should be open and transparent, fostering trust between management and employees.

Work productivity refers to the ratio between output achieved and the amount of labor input within a given time period (Harahap & Sijabat, 2022). It can also be understood as the quantity of goods or services produced by an individual or group of employees over a defined duration. From a behavioral standpoint, productivity reflects an individual's motivational attitude toward continuous improvement embodied in the principle: "today must be better than yesterday."

Problem Identification:

1. Significant disparities in work culture require employees to adapt rapidly to unfamiliar norms and practices. Such discrepancies often lead to misalignment in work styles, interpersonal communication, and collaboration between local and foreign employees. This cultural incongruence can generate friction, reduce team cohesion, and hinder operational efficiency within multinational organizational environments.
2. Insufficient training programs may result in employees lacking adequate understanding of their job responsibilities, even if they possess prior work experience from other organizations. Regardless of previous employment background, structured training remains essential to facilitate skill enhancement and ensure alignment with the specific

operational standards and expectations of the current organization. The absence of systematic training can hinder employee performance, adaptability, and long-term productivity..

3. Ineffective interpersonal communication can lead to the misdelivery or omission of critical information, resulting in employees lacking clear guidance and necessary support. This communication gap often generates misunderstandings, reduces collaboration, and fosters tension in workplace relationships, thereby negatively impacting organizational climate and overall productivity.

This research aims to investigate several interrelated issues concerning organizational behavior and employee performance at PT. Unipower Technology Indonesia. The study seeks to determine whether organizational culture significantly influences the work productivity of local employees, whether training has a measurable effect on productivity, and whether interpersonal communication contributes meaningfully to employee performance. Furthermore, it examines whether organizational culture, training, and interpersonal communication collectively impact the productivity of local employees within the company.

The objectives of this study are to analyze the extent to which organizational culture influences employee productivity, to evaluate the role of training in enhancing performance outcomes, and to assess how interpersonal communication shapes productivity levels. Additionally, the study aims to identify the combined effect of organizational culture, training, and interpersonal communication on overall work productivity among local employees.

The significance of this study can be viewed from both theoretical and practical dimensions. Theoretically, this research contributes to the advancement of Human Resource Management (HRM) by integrating the context of foreign direct investment (FDI) enterprises into discussions on organizational effectiveness. It offers insights into how foreign organizational cultures interact with local workforces and expands the academic understanding of diversity management and cultural adaptation in HRM practices. The findings are expected to help foreign-owned enterprises become more responsive to the socio-cultural needs of their local employees.

Practically, this research provides valuable experience for the researcher in applying economic and HRM principles to real-world organizational challenges. For readers, it offers new knowledge and serves as a potential source of inspiration. For the company, the findings may serve as a foundation for evaluating and improving internal policies and strategies, particularly in the areas of employee training, cultural integration, and interpersonal communication, all of which are crucial for enhancing workforce productivity. For Universitas Buddhi Dharma, the study contributes to institutional knowledge and may serve as a reference for future academic research. Finally, for future researchers, this study is expected to provide a theoretical and empirical foundation for further exploration in the areas of cross-cultural management and employee performance in multinational contexts.

II. METHODS

According to Sugiyono (2009), "A population is a generalization area consisting of objects or subjects that possess certain qualities and characteristics determined by the researcher

to be studied and from which conclusions can be drawn." The population in this study consists of all employees at PT. Unipower Technology Indonesia, totaling 101 respondents.

Sugiyono (2012) further defines a sample as a subset of the population that must accurately represent the characteristics of the entire population. (Hidayat, 2021) explains that sample size refers to the number of subjects selected from a population for a study. According to Suharsimi (2012) when the population is fewer than 100 individuals, the entire population should be included in the sample. However, if the population exceeds 100, a sample size of 10–15% or 20–25% may be taken. Based on these guidelines and considering that the total population in this study does not exceed 100 individuals, the researcher employed a full-population approach by including all 101 employees of PT. Unipower Technology Indonesia as respondents. Therefore, the use of the entire population as units of observation without drawing a separate sample is referred to as a census technique.

Data Collection

According to Sugiyono (2012), data collection is considered the most strategic step in the research process, as the primary objective of any research is to obtain accurate and relevant data.

According to Sugiyono (2016) further states that a questionnaire is a method of data collection in which a set of written questions or statements is provided to respondents for them to answer. This technique is widely used in quantitative research for its efficiency in reaching a broad number of participants and for enabling standardized data to be statistically analyzed.

Table 1 Likert Scale

Response Indicator	Description	Scale Value
STS	Strongly Disagree	1
TS	Disagree	2
N	Neutral	3
S	Agree	4
SS	Strongly Agree	5

Note: STS, TS, N, S, SS: Abbreviation of description.

Data Analysis Technique

The data analysis in this study was conducted using IBM SPSS Statistics 25 for Windows 10. Several statistical procedures were employed to ensure the validity and reliability of the research findings. First, a validity test was performed to assess whether each item accurately measured the intended construct. Reliability analysis was conducted using Cronbach's Alpha to determine the internal consistency of the measurement instruments. Furthermore, a normality test was carried out to examine the distribution of the data, ensuring the assumptions for parametric testing were met. Multicollinearity diagnostics were performed to assess the degree of correlation among independent variables, while a heteroscedasticity test was used to detect inconsistencies in error variance. To assess the relationship between the independent and dependent variables, multiple linear regression analysis was employed. Hypothesis testing was conducted using both the t-test (to assess the partial effect of each independent variable) and the F-test (to evaluate the simultaneous influence of all independent variables on the dependent variable). These tests determined

the statistical significance of the predictors in explaining variations in the dependent variable.

Operationalization of Variables

The operationalization of variables in this study consists of three independent variables: Organizational Culture (X1), Training (X2), and Interpersonal Communication (X3), and one dependent variable: Work Productivity (Y). Each independent variable is conceptualized as a construct influencing the outcome variable, and each is further broken down into measurable dimensions (sub-variables). These dimensions are translated into specific indicators that serve as the basis for constructing questionnaire items. The development of the instrument followed a structured approach, ensuring that each indicator accurately reflects the theoretical definition of the construct. The indicators were subsequently transformed into Likert-scale items to facilitate quantitative analysis. This operationalization framework enables the empirical testing of relationships among variables and supports the statistical procedures used in this study.

III. RESULTS

The results section presents findings derived from statistical calculations conducted using the designated software tools, in this case, IBM SPSS Statistics. Each stage of analysis is reported sequentially, encompassing tests of validity, reliability, normality, multicollinearity, heteroscedasticity, and the outcomes of multiple linear regression analysis. These are followed by hypothesis testing through t-tests and F-tests. The interpretation of these statistical tests provides a comprehensive basis for evaluating the significance and direction of the relationships between the independent and dependent variables.

Table 2 Reliability Test

No	Variabel	Cronbach's Alpha	Description
1	Organizational Culture (X1)	0,983	Reliabel
2	Training (X2)	0,982	Reliabel
3	Interpersonal Communication (X3)	0,984	Reliabel
4	Work Productivity (Y)	0,984	Reliabel

Note: Reliabel: Can be trusted, Cronbach's Alpha: 0-1.

1. Based on the table above, the Cronbach's Alpha value for variable X1 (Organizational Culture) is 0.983, with a significance level of 95% or $\alpha = 0.05$. This indicates that the data is reliable, as the calculated Cronbach's Alpha exceeds the commonly accepted threshold value ($0.983 > 0.60$). Therefore, it can be concluded that the instrument used to measure this variable is reliable and falls within the high reliability category. Conversely, if the Cronbach's Alpha value were below 0.60, the items within the variable would be considered unreliable for measurement purposes.
2. For variable X2 (Training), the table shows a Cronbach's Alpha value of 0.982, with a significance level of 95% or $\alpha = 0.05$. This demonstrates that the data is reliable, as the computed Cronbach's Alpha exceeds the commonly accepted threshold ($0.982 > 0.60$). Thus, it can be concluded that the items used to measure this variable possess high internal consistency and fall within the high reliability category. Conversely, if the Cronbach's Alpha value were less than 0.60, the measurement items for this variable would be deemed unreliable.

3. For variable X3 (Interpersonal Communication), the table indicates a Cronbach's Alpha value of 0.984 at a 95% confidence level ($\alpha = 0.05$). This result confirms that the data is reliable, as the obtained coefficient exceeds the accepted minimum threshold ($0.984 > 0.60$). Therefore, it can be concluded that the measurement items for this variable demonstrate high internal consistency and are considered highly reliable. Conversely, if the Cronbach's Alpha were below 0.60, the instrument would be categorized as unreliable for measuring the construct.
4. For the dependent variable Y (Work Productivity), the table reveals a Cronbach's Alpha value of 0.984 at a 95% confidence level ($\alpha = 0.05$). This indicates that the instrument used is reliable, as the calculated Cronbach's Alpha exceeds the minimum acceptable threshold ($0.984 > 0.60$). Consequently, the data can be classified as having high internal consistency and is thus highly reliable. Conversely, if the Cronbach's Alpha value were below 0.60, the questionnaire items used to measure this variable would be considered unreliable.

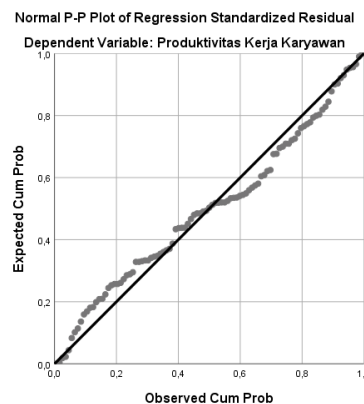


Figure 1 P-Plot Regression Standardized Residual

Source: SPSS Data Processing (2025)

As illustrated in the P-Plot of standardized residuals, the data points are distributed closely along the diagonal line. This visual pattern indicates that the residuals follow an approximately normal distribution. Therefore, it can be concluded that the assumption of normality is satisfied, which validates the use of parametric statistical procedures in subsequent analyses, including multiple linear regression.

Table 3 Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		101
Normal Parameters ^{a,b}	Mean	0,000000
	Std. Deviation	2,34074489
Most Extreme Differences	Absolute	0,082
	Positive	0,082
	Negative	-0,073
Test Statistic		0,082
Asymp. Sig. (2-tailed)		0,094 ^c
a. Test distribution is Normal.		
b. Calculated from data.		

c. Lilliefors Significance Correction.
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Note: N: Number of Data, 2-tailed: Type of hypothesis test with critical areas on both sides of the distribution.

Based on the SPSS output, the value of Asymp. Sig. (2-tailed) is 0.094, which exceeds the standard significance threshold of 0.05. This indicates that the data do not significantly deviate from a normal distribution. Therefore, it can be concluded that the data in this study are normally distributed. This conclusion is further supported by the visual examination of the Normal P-Plot and the Histogram, both of which demonstrate a distribution pattern consistent with normality. As such, the assumption of normality required for parametric testing, including multiple linear regression, is deemed to be satisfied.

Table 4 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture (X1)	0,016	60,783
	Training (X2)	0,017	60,096
	Interpersonal Communication (X3)	0,019	52,979

Note: N: X1, X2, X3: Variables used in this study.

From the table above, it can be seen that the Organizational Culture variable (X1) has a VIF value of 60.783 with a tolerance value of 0.016, indicating multicollinearity. The Training variable (X2) has a VIF value of 60.096 with a tolerance value of 0.017, also indicating multicollinearity. The Interpersonal Communication variable (X3) has a VIF value of 52.979 with a tolerance value of 0.019, indicating multicollinearity as well.

This indicates that the multicollinearity test results show VIF values lower than 10 and tolerance values greater than 0.1. The regression model testing for actual size indicates no multicollinearity symptoms in the regression model. Thus, all independent variables can be considered valid predictors.

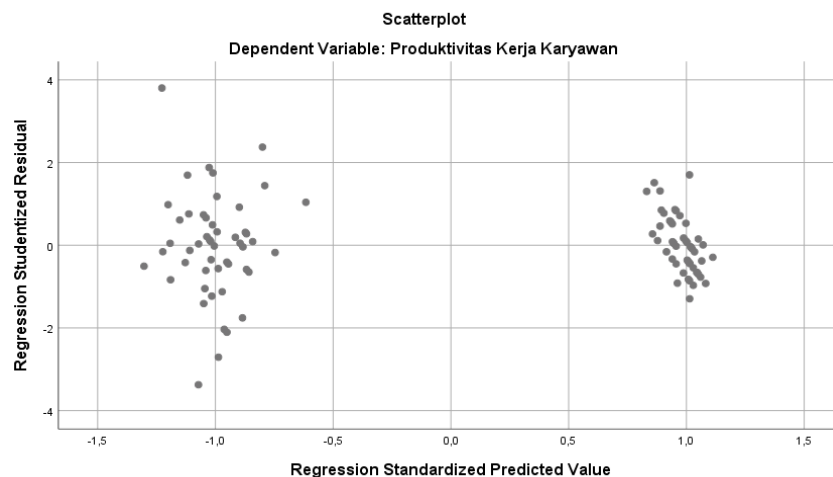


Figure 2 Scaltterplot

Source: SPSS Data Processing (2025)

The results of the heteroscedasticity test are presented in the form of a scatterplot. From the figure, it can be observed that the data points are randomly dispersed without any clear pattern. The points do not show a tendency to cluster above or below the zero line. This indicates that the data do not exhibit symptoms of heteroscedasticity.

Table 5 Partial Test (T-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,613	0,779		2,070	0,041
	Organizational Culture	0,095	0,104	0,100	0,914	0,363
	Training	0,175	0,108	0,175	1,618	0,109
	Interpersonal Communication	0,700	0,099	0,718	7,055	0,000

Note: T: T-statistik, Sig.: Significance Level.

Based on the table above, the following interpretations of the test results can be made:

1. First Hypothesis. The results of the t-test for the Organizational Culture variable (X1) show a t-calculated value of 0.914, which is less than the t-table value of 1.657 ($0.914 < 1.657$), and a significance value of 0.363, which is greater than the alpha level of 0.05. These results indicate that Organizational Culture (X1) does not have a positive and significant influence on Employee Work Productivity (Y).
2. Second Hypothesis. The t-test result for the Training variable (X2) shows a t-calculated value of 1.618, which is less than the t-table value of 1.657 ($1.618 < 1.657$), and a significance value of 0.109, which is greater than the alpha level of 0.05. These findings indicate that Training (X2) does not have a positive and significant effect on Employee Work Productivity (Y).
3. Third Hypothesis. The t-test result for the Interpersonal Communication variable (X3) shows a t-calculated value of 7.055, which is greater than the t-table value of 1.657 ($7.055 > 1.657$), and a significance value of 0.000, which is less than the significance threshold of 0.05. These results indicate that Interpersonal Communication (X3) has a positive and significant effect on Employee Work Productivity (Y).

Table 6 Coefficient of Determination Test

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0,990 ^a	0,981	0,980	2,377	0,981	1672,286	100	100	0,000 ^b

a. Predictors: (Constant), Organizational Culture, Training, Interpersonal Communication
b. Dependent Variable: Work Productivity

Note: R: Koefisien korelasi, df₁: Degrees of freedom of the regression model, df₂: Degree of freedom of the residuals.

Based on the table above, the R-Square value is 0.981, or 98.1%. This indicates that Organizational Culture (X1), Training (X2), and Interpersonal Communication (X3) collectively explain 98.1% of the variance in Employee Work Productivity (Y). The

remaining 1.9% is likely attributed to other factors not included in the current research model.

Table 7 Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28337,933	3	9445,978	1672,286	0,000 ^b
	Residual	547,909	97	5,649		
	Total	28885,842	100			
a. Dependent Variable: Work Productivity						
b. Predictors: (Constant), Organizational Culture, Training, Interpersonal Communication						

Note: Df1: Derajat, F: F statistic, Sig.: Significance level.

4. Fourth Hypothesis. Based on the data analysis using SPSS Version 25, the F-calculated value is 1672.286, with a significance level of 0.000b, which is less than the alpha level of 0.05. Moreover, the F-calculated value exceeds the F-table value (1672.286 > 3.07), where the F-table is determined at a 95% confidence level ($\alpha = 0.05$). Given that 0.000b < 0.05 and F-calculated > F-table, the fourth hypothesis is accepted. This means that Organizational Culture (X1), Training (X2), and Interpersonal Communication (X3) have a positive and significant simultaneous effect on Employee Work Productivity (Y).

Discussion

1. Organizational culture refers to the set of shared values, beliefs, norms, and behavioral expectations that are embraced and enacted by employees. It shapes how individuals think, behave, and interact within the organizational context. A constructive organizational culture characterized by motivational support, collaboration, recognition, and innovation has been widely associated with enhanced employee productivity. Conversely, a detrimental organizational culture marked by a lack of teamwork, disregard for employee well-being, or resistance to change can impede performance and diminish overall productivity. In the context of this study, the empirical results indicate that organizational culture (X1) does not have a statistically significant effect on employee productivity (Y). This outcome may be attributed to several contextual and methodological limitations. Notably, the study sample comprised 101 permanent employees, while 38 employees were on probationary status. To ensure data consistency and relevance, the researcher excluded probationary staff from the analysis. This decision may have reduced variability in the responses and potentially limited the generalizability of the findings. Additionally, the data collection period extended from December 2021 to May 2023, a timeframe during which organizational policies and cultural practices may have undergone iterative changes based on employee feedback and evolving management strategies. Such temporal dynamics could have influenced employee perceptions of organizational culture, thus attenuating its observable impact on productivity during the research period. This finding is corroborated by prior research from Kuncoro et al. (2024) whose study on PT. Kenbry Marmer Pratama in Tangerang similarly concluded that organizational culture, when tested individually, did not exert a significant effect on employee productivity. These results suggest that while organizational culture may play a foundational role in long-term organizational development, its immediate and measurable impact on

performance outcomes may be contingent upon its alignment with specific operational systems, leadership practices, and employee expectations.

2. Training is widely recognized as a strategic tool to enhance employees' confidence, motivation, and skill acquisition, thereby contributing to higher levels of productivity. However, in practice, the effectiveness of training initiatives is contingent upon both the structure of the program and the commitment of the participants. While it is often assumed that training must be provided directly by organizational management, it is equally plausible for employees to access external training resources provided that managerial support and facilitation are present to ensure relevance and integration into the workplace context. For training to translate into tangible productivity gains, employees must be fully engaged and prepared to participate throughout the training cycle from initial orientation to post-training implementation. The transfer of knowledge to the workplace is only effective when the acquired competencies are aligned with operational demands and supported by an environment conducive to applying new skills. The findings of this study reveal that training (X2) does not exert a statistically significant positive effect on employee productivity (Y). This may be explained by several mediating factors, such as the quality of the training content, the mismatch between training objectives and actual job tasks, or insufficient post-training reinforcement mechanisms. Moreover, employee attitudes toward training participation, including motivation and perceived utility, can also moderate the overall impact. These results are consistent with the findings of Ramadhani & Nugroho (2024) as published in the *Jurnal Online Manajemen*, which also reported that training, when analyzed in isolation, did not demonstrate a significant positive influence on productivity outcomes. This alignment with previous empirical work suggests that training, while necessary, may not suffice as a standalone intervention. Instead, its effectiveness likely depends on its integration with performance management systems, job design, and continuous learning culture within the organization.
3. Effective interpersonal communication within an organization plays a pivotal role in fostering a productive work environment. When interpersonal communication is deficient or misaligned, it can obstruct information flow, create misunderstandings, and ultimately diminish employee productivity. Conversely, when communication is clear, reciprocal, and supportive, it promotes task alignment, enhances team collaboration, and empowers employees to perform in accordance with their assigned responsibilities and organizational objectives. The findings of this study affirm that interpersonal communication (X3) has a positive and significant influence on employee productivity (Y). This outcome suggests that open channels of communication not only facilitate mutual understanding between employees and management but also contribute to a more cohesive and efficient working environment. In such contexts, employees are more likely to exhibit clarity in task execution, adaptability to workplace changes, and commitment to achieving performance benchmarks. This conclusion is further supported by empirical evidence from Lestari (2013) whose research demonstrates that interpersonal communication exerts a positive and statistically significant impact on employee productivity. The reinforcement of these findings in both studies underscores the strategic importance of fostering interpersonal communication competencies within the organizational culture, particularly in contexts that demand high levels of coordination and interdependence among staff.

IV. CONCLUSIONS

Based on the quantitative analysis and the preceding discussion, this study yields the following key findings:

1. Organizational culture (X1) was found to have no significant partial effect on employee productivity (Y) at PT Unipower Technology Indonesia, as evidenced by a significance level of 0.363. This indicates that the prevailing values, norms, and organizational practices have not effectively translated into measurable improvements in employee performance.
2. Training (X2) also did not demonstrate a significant effect on productivity, with a p-value of 0.109. This suggests that the training programs currently in place may lack relevance, alignment, or applicability to employees' actual work demands, thereby limiting their impact on output enhancement.
3. Interpersonal communication (X3) exhibited a positive and statistically significant influence on employee productivity, with a significance value of 0.000. This underscores the critical role of communication quality particularly openness, clarity, and the frequency of information exchange in fostering a collaborative and performance-driven organizational climate.
4. When considered simultaneously, the independent variables organizational culture, training, and interpersonal communication exert a jointly positive and significant effect on employee productivity. The model explains 98.1% of the variance in productivity outcomes ($R^2 = 0.981$), indicating strong explanatory power. The remaining 1.9% of variance is likely attributable to other unmeasured external factors, such as intrinsic motivation, job satisfaction, or performance-based reward systems, which were beyond the scope of this study.

Overall, these findings underscore that improvements in employee productivity within the company are more strongly influenced by the quality of interpersonal communication than by structural factors such as organizational culture and training. Therefore, it is recommended that company management strengthen internal communication strategies, foster collaborative working relationships, and reassess the effectiveness of training programs to ensure they are more targeted and have a tangible impact on performance.

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