

Organizational Communication, Professional Training, and Work Culture as Determinants of Personnel Performance of the National Police Directorate

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Abstract

This study aims to analyze the influence of organizational communication, professional training, and work culture on the performance of personnel of the Directorate of the Air Police (Ditpoludara) of the National Police both partially and simultaneously. The type of research used is quantitative with a causal associative approach. The research population is all pilots of the Directorate of Police who are actively on duty totaling 179 people, with a sample of 124 respondents determined using the Slovin formula and simple random sampling techniques. Data collection was carried out through a questionnaire with a Likert scale of 1-5, while the data analysis technique used multiple linear regression with the help of SPSS version 25. The results of the study showed that partially organizational communication had a positive and significant effect on personnel performance with a t-count value of $4.469 > t\text{-table of } 1.980$ (sig. $0.001 < 0.05$), professional training had a positive and significant effect with a T-Count value of $2.099 > T\text{-table of } 1.980$ (sig. $0.038 < 0.05$), and work culture had a positive and significant effect with a T-count value of $3.405 > T\text{-table of } 1.980$ (sig. $0.001 < 0.05$). Simultaneously, the three variables has a positive and significant effect on personnel performance with an F-calculation value of $97.390 > F\text{-table } 2.68$ (sig. $<0.001 < 0.05$). A determination coefficient value (R^2) of 0.709 indicates that organizational communication, professional training, and work culture are able to explain the variation in personnel performance by 70.9%, while the remaining 29.1% is influenced by other factors outside the model.

Keywords: Organizational Communication, Professional Training, Work Culture, Personnel Performance.

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Introduction

Human resources are a very important element in a company. Every process in an organization will not run optimally without the existence of adequate human resources, because they are the ones who run, control, and ensure that all organizational activities can take place properly (Rizky, M., 2022). Competent human resources are able to increase productivity, maintain operational stability, and ensure that every job runs according to target. HR management functions to manage the process of recruitment, development, supervision, and evaluation so that employees can work according to standards and continue to develop. HR performance is a reflection of management success, because it shows the extent to which employees' abilities, attitudes, and behaviors make a real contribution to the organization's work results. Personnel performance is an important element in the success of the organization. According to (Mangkunegara, 2017) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is how a person performs their work, including productivity levels, work quality, and contribution to organizational goals (Hairani, 2023).

The Directorate of Air Police (Ditpoludara) of the National Police is a work unit tasked with providing air operational support, including patrol, surveillance, rescue, and tactical mobility to support various police missions. Employee performance is very important for the Directorate of Police because the success of every air operation, the level of flight safety, and the effectiveness of the response to emergencies are highly dependent on the professionalism, precision, and ability of its personnel to carry out their duties appropriately and responsibly. Based on the performance assessment, it shows that the performance of the Directorate of Air Police (Ditpoludara) employees of the National Police has not been carried out optimally. Therefore, a study of the factors affecting Employee Performance is needed (Abrianto et al., 2025). One of the problems with employee performance is low employee performance. Employees are said to have low performance when employees are less productive or less able to achieve company goals (Hairani, 2023).

Organizational communication plays an important role in shaping personnel performance. (Robbins et al., 2018) defines organizational communication as the process of conveying and receiving messages within the organization both formally and informally to achieve organizational goals. The ability of individuals to convey messages or information well, be a good listener, use various audio-visual media is an important part of carrying out effective communication in an organization (Lestari, 2020). This communication does not only occur between superiors and subordinates but also between fellow colleagues, so that every employee can work well (Nasution & Rizky, 2024). Vertical communication ensures that instructions from the leadership are conveyed clearly, while horizontal communication facilitates coordination between personnel in the implementation of field tasks. One way to improve performance is through training programs (Balqis & Daulay, 2025). Professional training is a means to build personnel competence. (Noe, 2017) states that training is a planned effort to facilitate employee learning about work-related competencies, including knowledge, skills, and behaviors that are essential for successful job performance. Proper training has been proven to increase the skills, confidence, and work readiness of personnel in dealing with crisis situations (Sujarweni, 2018). Employees, both new and already employed, need to take part in training because of the demands of work that can change due to changes in the work

environment, strategies, and so on (Lestari, 2020). However, while many organizations have recognized the importance of these skills training, there are still challenges in designing a balanced training program and effective, so that companies are obliged to formulate more effective human resource development strategies (Zakian et al., 2024). According to (Lestari, 2020) organizational culture has a strong influence on the performance of human resources because the culture forms patterns of habits and work behaviors that are Encourage employees to be more passionate, disciplined, and consistent in im proving their performance. (Schein, 2010) defines organizational culture as a pattern of common basic assumptions learned by a group in solving external adaptation and internal integration problems, which have worked well enough to be considered valid and therefore taught to new members as the correct way to understand, think, and feel in relation to the problem. With a good organizational culture, companies can motivate employees because a positive organizational culture can motivate employees to work well and increase productivity (Hairani, 2023). A strong work culture reflects the values of discipline, integrity, professionalism, and dedication to police duties.

Previous research has shown a significant relationship between these three variables and performance. Research conducted by (Susilowati et al., 2020) in the results of his research said that there is a significant positive influence between competence, communication, organizational culture and training so that if competence is higher, communication is better, organizational culture is higher and training is better, nurses' performance will increase. In government institutions, it was found that organizational communication has a significant positive influence on employee performance. This research is in line with research (Abrianto et al., 2025) which states that communication and work culture affect employee performance. Meanwhile, the research (Lestari, 2020) and (Lonedi et al., 2025) are both proving that communication and training have no effect on performance.

Employees need to know that culture and communication need to be developed to demonstrate their competence as employees. In this case, companies also need to pay attention to the abilities of employees and their competencies according to the job they will occupy. Companies need to conduct training as well so that employees can improve their abilities and competencies to help the company later (Lestari, 2020). Therefore, this study aims to analyze the influence of organizational communication, professional training, and work culture on the performance of the National Police Directorate of Police, both partially and simultaneously, so that it can provide recommendations for improving organizational performance.

Literature Review

3.1 Performance

Performance is the result of work achieved by a person in carrying out tasks according to the responsibilities given. According to (Mangkunegara, 2017) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Bernardin and Russell (2013) defines performance as a record of results produced on a specific job function or activity over a period of time. The definition of performance (work achievement) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Lestari, 2020). Employee performance is how a person performs their work, including productivity levels, work quality, and contribution to organizational goals (Hairani, 2023).

3.2 Organizational Communication

(Robbins et al., 2018) defines organizational communication as the process of conveying and receiving messages within the organization both formally and informally to achieve organizational goals. Pace and Faules (2013) explain that organizational communication is the performance and interpretation of messages among communication units that are part of a particular organization. According to (Lonedo et al., 2025) Communication is the transfer of information and understanding from a person to someone. A person who exchanges information for the purpose of transferring information requires a process, that is, communication and a transmission of information consisting of discriminatory stimuli from the transmitter to the receiver. Communication is a process in which a person conveys messages or information to others in their activities. Basically, organizations or companies also communicate, even business communication is more complex than individual communication. The communication that occurs within this company is hereinafter referred to as business communication (Nasution & Rizky, 2024).

3.3 Professional Training

(Noe, 2017) states that training is a planned effort to facilitate Employee learning about job-related competencies, including knowledge, skills, and behaviors that are essential for successful job performance. (Dessler, 2020) defines training as the process of teaching basic skills that new or existing employees need to do their jobs. Job training is a means to improve employee competencies that are aligned with management, in terms of today's interests or future needs (Gunawan & Rizky, 2024). According to (Lestari, 2020) Training is one of the efforts to improve the quality of human resources in the world of work. Employees, both new and already employed, need to take part in training because there are job demands that can change due to changes in the work environment, strategies, and so on. According to (Simamora, 2018), training plays a role in reducing competency gaps and increasing employees' adaptability to changes in the work environment. According to (Susilowati et al., 2020) training is a process designed to improve technical knowledge and skills, or improve employee performance. The basic principles of learning include: participation, repetition, relevance, diversion, and feedback. Training serves as a driver and reinforcement of human resources' ability to improve their performance. Training is important to improve competence and maintain quality human resources (Daulay & Sanny, 2023).

3.4 Organizational Culture

(Schein, 2010) defines organizational culture as a pattern of common basic assumptions learned by a group in solving external adaptation and integration problems internal, which has worked well enough to be considered valid and is therefore taught to new members as the correct way to understand, think, and feel. (Robbins et al., 2018) states that organizational culture is a system of shared meaning embraced by members that distinguishes the organization from other organizations. According to (Lestari, 2020) organizational culture is a value, a guideline that is carried out in a company or organization over a long period of time in solving all internal and internal problems and reflects how the company runs, behaves, towards fellow employees as well as superiors and subordinates. Organizational culture also acts as a bridge that connects the internal dynamics of the organization with its external environment, as well as being the foundation for shaping the organization's future vision (Syahfitri & Rizky, 2024).

Research Methodology

This study uses a type of quantitative research with a causal associative approach that aims to analyze the influence of organizational communication, professional training, and work culture on the performance of the National Police Directorate of Police. The research population is all pilots of the Air Police Directorate who are actively on duty at the time of the research amounting to 179 personnel. The determination of the number of samples was used using the Slovin formula with an error rate of 5%, so that a sample of $n = N / (1 + N.e^2) = 179 / (1 + 179$

$\times 0.05^2) = 179 / 1.4475 = 123.7$ or rounded up to 124 respondents who were selected using a simple random sampling technique to ensure that each member of the population had an equal chance of being selected as a sample. Data collection techniques

was conducted through a closed questionnaire with a Likert scale of 1-5 that has been tested for validity and reliability, where respondents gave an assessment of statements related to organizational communication variables, professional training, work culture, and personnel performance. The data analysis technique uses multiple linear regression analysis with the help of the SPSS version 25 program to test the influence of independent variables (organizational communication, professional training, and work culture) on dependent variables (personnel performance) either partially through the t-test and simultaneously through the F-test, by first conducting a classical assumption test which includes a normality test, a multicollinearity test, and a multicollinearity test. Heteroscedasticity test, and linearity test to ensure the regression model meets the requirements of parametric statistical analysis.

Results

5.1 Descriptive Statistical Analysis

Descriptive statistical analysis is used to describe the characteristics of the research data such as mean, minimum, maximum, and standard deviation. This technique helps to provide an early overview of general patterns and data distribution.

Table 1. Descriptive Statistical Analysis
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational	124	17	32	25.93	3.605
Professional Training	124	15	32	25.06	3.401
Work Culture	124	16	32	25.74	3.165
Employee Performance	124	14	32	25.95	3.317
Valid N (listwise)	124				

Based on the results of the descriptive statistical analysis test in table 1., it is known that all research variables have the same number of respondents, namely 124 people. The Organizational Communication variable showed a minimum value of 17 and a maximum of 32, with a mean of 25.93 and a standard deviation of 3.605, which indicates that respondents' perception of organizational communication is in the high category with a relatively moderate variation in answers. The Professional Training variable has a minimum score of 15 and a maximum of 32, with an average of 25.06 and a standard deviation of 3.401, indicating that the training was considered quite good by respondents with a not too large data distribution rate. Furthermore, the Work Culture variable has a minimum value of 16 and a maximum of 32, with an average value of 25.74 and standard a deviation of 3.165, which indicates that the work

culture is rated positively in general with a low probability of answers. Finally, the Employee Performance variable has a minimum value of 14 and a maximum of 32, with an average of 25.95 and a standard deviation of 3.317, which illustrates that employee performance is at a high level with the spread of answers that are still in the reasonable category.

5.2 Classic Assumption Test

Classical assumption tests are performed to ensure that the regression model meets statistical requirements, such as the absence of multicollinearity, heteroscedasticity, and autocorrelation. This test is important so that the regression results can be interpreted validly.

Normality tests

Normality tests are used to determine whether residual data is normally distributed. The test is done using methods such as Kolmogorov–Smirnov, Shapiro–Wilk, or looking at the P–P Plot chart.

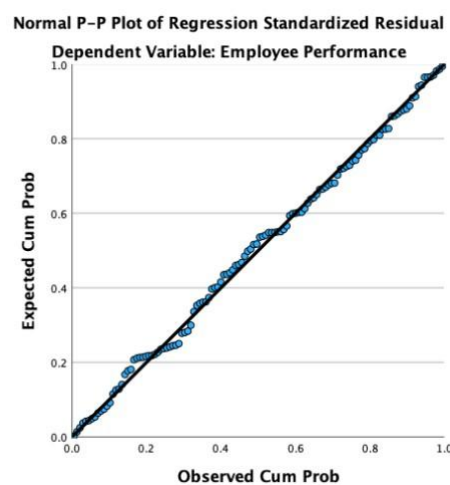


Figure 1. Graphic P-Plot

Based on the P-Plot Graph, the data points are seen following a diagonal line, thus indicating that the regression residue is normally distributed. This indicates that the assumption of normality in the regression model has been met.

Table 2. Kolmogorov–Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test

Unstandardized
Residual

	Negative	104
Test Statistic		-.043
Asymp. Sig. (2-tailed) ^c		.043
Monte Carlo Sig. (2-tailed) ^e		.000
99% Confidence Interval	Sig.	.844
Lower Bound		.835
	Upper Bound	.854

a. Test distribution is Normal. b. Calculated from data.

c. Lilliefors Significance Correction.

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

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Based on the results of the Kolmogorov–Smirnov test, an Asymp value was obtained. Sig. (2-tailed) is 0.200, greater than 0.05. This shows that the residual data is normally distributed so that the assumption of normality in the regression model is met.

Multicollinearity Test

The multicollinearity test aims to find out whether there is a high correlation between independent variables. The test was carried out by looking at the Tolerance and Variance values

Inflation Factor (VIF).

Table 3. Multicollinearity Test
Coefficients^a

Collinearity Statistics	Model	VIF
1	Organizational Communication	.3233.097
	Professional Training	.2993.339
	Work Culture	.2623.816

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test, all independent variables had a Tolerance value above 0.10 and a VIF value below 10, namely Organizational Communication (VIF 3.097), Professional Training (VIF 3.339), and Work Culture (VIF 3.816). This value shows that there is no multicollinearity in the regression model.

Heteroscedasticity Test

The heteroscedasticity test was used to identify whether there was a residual variance inequality at each independent variable value. The test can be done through the Glejser test or scatterplot analysis between the residual and the predicted value.

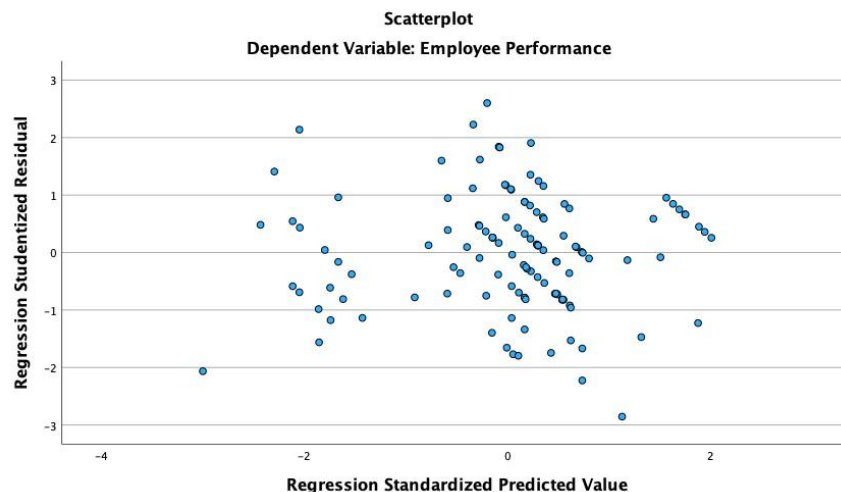


Figure 2. Scatterplot

Based on the Scatterplot in Figure 2, the residual dots appear to be scattered randomly without a specific pattern, either narrowing or widening them. The random distribution pattern shows that there is no indication of heteroscedasticity, so the regression model can be declared to meet the assumption of homoscedasticity.

5.3 Multiple Linear Regression Analysis

Multiple linear regression is used to determine the influence of more than one independent variable on the dependent variable. This model provides an estimate of how large changes in the dependent variable when the independent variable changes.

Table 4. Multiple Linear Regression Analysis

		Coefficients ^a			
		Unstandardized	Standardized	t	Sig.
Model		Coefficients	Coefficients		
1	(Constant)	3.248	1.361	2.386	.019
	Organizational	.357	.080	.3874.469	.001
	Professional Training	.184	.088	.1892.099	.038
	Work Culture	.343	.101	.3283.405	.001

a. Dependent Variable: Employee Performance

Based on the results of multiple linear regression analysis in Table 4, regression equations are obtained

$$Y = 3.248 + 0.357X_1 + 0.184X_2 + 0.343X_3$$

Where Y is personnel performance, X_1 is organizational communication, X_2 is professional training, and X_3 is work culture. A constant value of 3.248 indicates that if all three independent variables are zero, then personnel performance will be worth 3.248. The regression coefficient of organizational communication was 0.357 ($\beta=0.387$; $t=4.469$; $\text{sig}=0.001$) indicates that every increase in one organizational communication unit will increase personnel performance by 0.357 units with a positive and significant influence.

The regression coefficient of professional training of 0.184 ($\beta=0.189$; $t=2.099$; $\text{sig}=0.038$) shows that every increase in one unit of professional training will increase personnel performance by 0.184 units with a positive and significant effect.

The work culture regression coefficient of 0.343 ($\beta=0.328$; $t=3.405$; $\text{sig}=0.001$) indicates that every increase in one unit of work culture will improve personnel performance by 0.343 units with a positive and significant influence.

5.4 T test (Partial)

The t-test is used to see the influence of each independent variable partially on the dependent variable by comparing the calculated t-value with the t-table or its significance value. The decision is taken if $\text{Sig} < 0.05$ or $t \text{ counts} > t \text{ table}$, then the variable has a significant effect; otherwise, then the variable has no significant effect.

Table 5. T test (Partial)

		Coefficients ^a			
		Unstandardized	Standardized	t	Sig.
Model		Coefficients	Coefficients		
1	(Constant)	3.248	1.361	2.386	.019
	Organizational	.357	.080	.3874.469	.001
	Professional Training	.184	.088	.1892.099	.038
	Work Culture	.343	.101	.3283.405	.001

a. Dependent Variable: Employee Performance

Based on the results of the t-test (partial) in Table 5 with the significance level of $\alpha = 0.05$ and the degree of freedom ($df = n - k - 1 = 124 - 3 - 1 = 120$), the t-table value of 1.980 (for the bidirectional test) was obtained. The first hypothesis test showed that the organizational communication variable had a t-count value of 4.469 with a significance of 0.001, where t-count ($4.469 > t\text{-table}$ (1.980) and significance value ($0.001 < \alpha$ (0.05)), so that H_0 was rejected and

H₁ was accepted, which means that organizational communication had a positive and significant effect on the performance of Ditpoludara Polri personnel.

The second hypothesis test showed that the variable of professional training had a t-count value of 2.099 with a significance of 0.038, where t-count (2.099) > t-table (1.980) and significance value (0.038) < α (0.05), so that H₀ was rejected and H₂ was accepted, which means that professional training has a positive and significant effect on the performance of Ditpoludara Polri personnel.

The third hypothesis test showed that the work culture variable had a t-count value of 3.405 with a significance of 0.001, where t-count (3.405) > t-table (1.980) and significance value (0.001) < α (0.05), so that H₀ was rejected and H₃ was accepted, which means that work culture had a positive and significant effect on the performance of Ditpoludara Polri personnel.

5.5 F Test (Simultaneous)

The F test is used to determine the influence of all independent variables simultaneously on the dependent variables through the comparison of F calculations with F tables or value significance. The result is declared significant if the Sig < 0.05 or F calculate > F table; On the other hand, if it is greater than 0.05 then the model is insignificant.

Table 6. F Test (Simultaneous)

ANOVA ^a						
Model		Sum of	df	Mean Square	F	Sig.
1	Regression	959.587		3319.862	97.390	< .001 ^b
	Residual	394.123	120	3.284		
	Total	1353.710	123			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Culture, Organizational Communication, Professional Training

Based on the results of the F (simultaneous) test in Table 6 with a significance level of α = 0.05, the degree of numerator freedom (df1) = 3, and the degree of denominator freedom (df2) = 120, the F-table value of 2.68 was obtained. The test results showed that the F-count value was 97.390 with a significance of <0.001, where the F-count (97.390) > F-table (2.68) and significance value (<0.001)

< α (0.05), so that H₀ is rejected and H₄ is accepted, which means that organizational communication, professional training, and work culture simultaneously have a positive and significant effect on the performance of Police Directorate personnel.

5.6 Coefficient of Determination (R²)

The coefficient of determination is used to find out how much variation of dependent variables can be explained by independent variables in the model. A high R² value indicates that the model has good predictive capabilities.

Table 9. Coefficient of Determination (R²)

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.842a	.709	.702
			Std. Error of the Estimate
			1.812

a. Predictors: (Constant), Work Culture, Organizational Communication, Professional Training

b. Dependent Variable: Employee Performance

Based on the results of the determination coefficient (R²) test in Table 9, an R value of 0.842 was obtained which indicates that there is a very strong relationship between independent variables (organizational communication, professional training, and work culture) and dependent variables (personnel performance), because the R value is close to 1 and is in the range of 0.80-1.00 which indicates a very strong correlation. The R Square value of 0.709 or 70.9% shows that the variables of organizational communication, professional training, and work culture together are able to explain the variation in the performance of the personnel of the National Police Directorate of Police by 70.9%, while the remaining 29.1% is influenced by other factors outside this research model such as work motivation, compensation, leadership, or other work environment factors.

Conclusion

The results of this study show that organizational communication has a central role in supporting the performance of the personnel of the National Police Directorate, considering that all air operational activities depend on precise, fast, and accurate coordination. Information related to flight schedules, weather conditions, mission orders, and safety procedures must be clearly conveyed to avoid the risk of errors that can have an impact on personnel safety and the success of operations. This research also shows that when internal communication runs well, personnel are more likely to understand tasks, increase accuracy, and be able to respond more alertly to field conditions.

Professional training has also been proven to contribute to improving the performance of Ditpoludara personnel. In accordance with the duties of the Directorate of Air Traffic which requires mastery of aviation technical skills, emergency handling, the use of aviation technology, as well as the ability to navigate and control air operations. Personnel who receive adequate training are better prepared to carry out flight missions, more confident in dealing with critical situations, and able to maintain high safety standards. In addition, a positive work culture such as high discipline, SOP compliance, team cohesiveness, and a sense of responsibility are seen as strong supporting factors that shape consistent and professional work behavior. This work culture is very important for the Directorate of Police, because the success of air operations is highly dependent on solid teamwork and full compliance with procedures. Thus, the results of the study confirm that the improvement in the performance of the personnel of the National Police Directorate is greatly influenced by a combination of good organizational communication, adequate professional training, and a strong work culture.

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