

# THE EFFECT OF ADAPTIVE ABILITY, COMMUNICATION SKILLS, AND WORK ENVIRONMENT ON PERFORMANCE OF MEDAN MAYOR'S OFFICE WITH TEAMWORK AS INTERVENING VARIABLES

Siti Novia Rachmawati<sup>1</sup>

Prihatin Lumbanraja<sup>2</sup>

Elisabet Siahaan<sup>3</sup>

<sup>1,2,3</sup>faculty of Economics and Business, North Sumatera University, Indonesia

e-mail: sitinovia0111@gmail.com

\*Correspondence: sitinovia0111@gmail.com

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**Abstract.** Having a reasonable effort of adapting to the change will improve the organization's performance. Good communication with the leaders, colleagues, and employees will ease communicating the organization's problems for achieving the best organizational performance. A good work environment will influence more the employee's motivation to work to improve the employee's performance. Conducting the working programs, the government will establish teamwork to fasten the organization's performance achievement. This research aims to analyze the influence of adaptability, communication skills, and working environment on employee performance at Medan Mayor's Office with teamwork as the intervening variable. Sample selection in the population using simple random sampling method. This research population is government employees at Medan mayor's office with a total of 555 employees, with the amount of the sample being 232 employees. The analysis uses statistics and path analysis. The result shows the adapting ability, communication skills, and working environment directly significantly influence teamwork, and then the adaptability, communication skill, and work environment positively and significantly affect employee performance. Indirectly, collaboration is positively and significantly able to mediate the relationship between adaptability, communication skill, work environment, and employee performance. Therefore, teamwork is significantly able to be the intervening variable in this research.

**Keywords:** adaptability; communication skills; work environment; teamwork; employee performance.

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## INTRODUCTION

Every organization, both for-profit and non-profit, both private companies and government agencies, must pay close attention to the performance of each member of the organization. This relates to the goals of the organization.

([Robbins](#), 2014) defines performance as a result achieved by employees according to specific criteria that apply to a job. From some of the experts' definitions, it can conclude that the performance of an employee or employee is an assessment of the work carried out by an employee or employee following their duties and responsibilities and within a certain period following the procedures determined by the organization: profit nor the non-profit. The performance of each individual in the organization has an impact on organizational performance. The better the performance of everyone in the organization, the better the organization's performance will be.

In the 4.0 era, every individual is required to keep up with the times. This has an impact on the progress of organizations that can keep up with change. The ability to adapt to change is the most demanded thing for every human resource to continue developing their potential and creating their potential. ([Sutrisno](#), 2013), in his research, states adaptation is the ability to live things to adapt to their environment. According to ([Risman Muhammad](#), 2013), adaptability is a complex behavior involving several functions and intellectuals.

At this time, the Medan Mayor's Office employees must keep up with changes in

the environment where the employee works, changes in work systems, and the use of tools that support work with technological capabilities that keep up with the times. The Medan City government wants to implement Medan Smart City, which means that all services and work systems lead to digitalization. In the past, they still sent letters using couriers to distribute invitations to other Regional Apparatus Organizations. Still, now they are required to make and send official letters using Social Media such as E-Mail. The situation continues to change following the changing times and regulations that continue to be applied to advance the Medan City Government. Therefore, all Medan Mayor's Office employees must follow these changes to achieve Medan Smart City.

According to ([Suprianto](#), 2016) performance is the result an organization obtains, whether the organization is profit-oriented and non-profit oriented generated produced during a specific period. The dimensions of performance in this study are Quality, Quantity, Task Implementation, & Work Attitude.

According to ([Rohadi & Haryono](#), 2016) that Adaptation is the ability to live things to adapt to their environment. Adaptability is a very complex behavior because it involves several functions and intellectuals. For example, reasoning, working memory and learning higher skills ([Susilo](#), 2016). From some of these definitions, adaptability is a person's ability to follow developments or changes in the environment where a person is. Dimensions of Adaptability in this study are Analysis & Behavior.

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Communication skills are essentials needed by every employee in carrying out their job duties. Dimensions of Communication Skills in this study are Oral communication skills, Write communication skills, and Non-Verbal communication skills. The elements of communication skills learned include speaking, writing, reading, listening, and using media skills (Biryanto et al., 2018)

According to (Afandi, 2018), the working environment is something in the background that may affect the workers themselves in performing tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of the means of work equipment. The work environment dimensions in this study are the physical work environment and the non-physical work environment.

According to (Kaswan, 2017) teamwork is the ability to work together to achieve a shared vision. Ability to direct individual achievement towards organizational goals. Teamwork is the fuel that enables ordinary people to achieve extraordinary results. In addition, the New American Webster's Dictionary says that teamwork is no different from collaboration or collaboration. Therefore, the words teamwork and Cooperation are used interchangeably.

Teamwork dimensions in this study are clear goals, openness, cooperative decision making, caring & sense of belonging. (Sharma et al., 2012)

**METHODS**

This research is explanatory, namely, an analysis that intends to explain the variables' position and the relationship between one variable and another. The variables that are connected in this study are the variable of Adaptability (X1), Communication Ability (X2), and Work Environment (X3) on Employee Performance (Y), with teamwork as the intervening variable (Z).

It conducted this research at the Medan Mayor's Office, located at Captain Maulana Lubis street No. 2 Terrain. This research was conducted for four months, starting from July 2021 to October 2021.

The population in this study were all State Civil Apparatuses (ASN) of the Medan Mayor's Office, totaling 555 employees. The sampling method uses the Slovin formula with a margin of error set at 5% to obtain a sample of 232 employees.

**RESULTS AND DISCUSSION**

The results of the regression of sub-structure can be seen in Table 1 below:

**Table 1.** Results of Regression of Sub-structure I

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.828	.656		-1262	.208
	adaptability	.203	.030			.197

	6,599 .000				
communication skills	.036 .697				.639
working environment	.044	.127	.105	2,913	.004

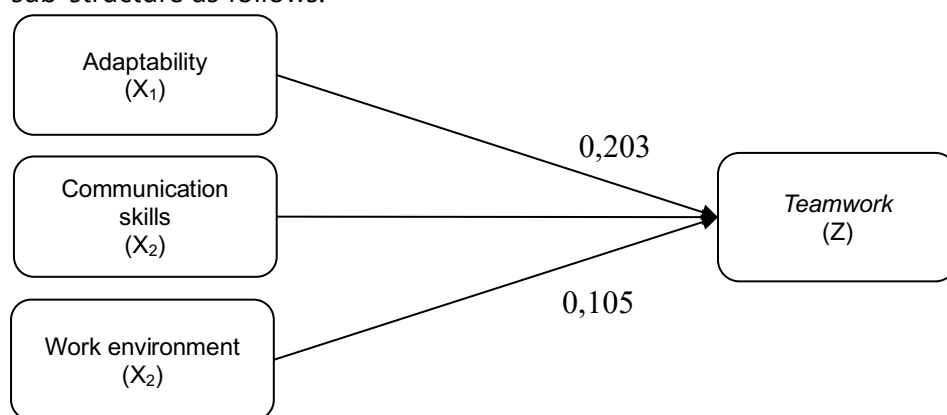
a. Dependent Variable: *teamwork*

Source: Data processed (2021)

Based on Table 1, by looking at the value of beta the standardized coefficients, the regression model can be made to the sub-structure as follows:

$$Z = 0,203X_1 + 0.697 X_2 + 0,105X_3$$

Interpretation From the results of the path analysis of sub structure I can be seen in the following figure:



**Figure 1.** Image of Path Analysis Sub Structure I

Source: IResults research, I2021I(Data processed)

The results from sub-structure II regression can be seen in Table 4.15 below:

**Table 2.** Results of Sub-Structure II Regression

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	.822.085		1,424		(Constant)
	adaptability	.036	.063.029		.079
	communication skills	.063	.256.000		.296
	working environment	.050	.307		.468
	<i>teamwork</i>	.071	.486	.388	6813 .000

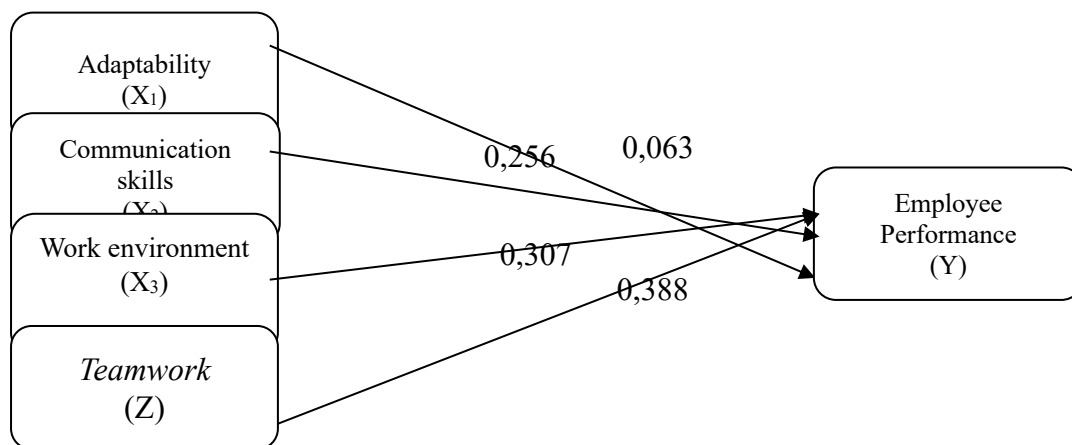
- a. Dependent Variable: employee performance  
 Source: Research Results, 2021 (processed data)

Source: Data processed (2021)

Based on Table 4.15, by looking at the value beta on standardized coefficients, a regression model for sub-structure II can be made as follows:

$$Y = 0.063X_1 + 0.256X_2 + 0.307X_3 + 0.388Z$$

The interpretation of the results of the path analysis of the sub-structure II can be seen in the following figure



**Figure 2.** Picture of Path Analysis Sub-structure II  
 Source: The Results research, 2021 (Data processed)

**Direct and Indirect Effects**

In the path model, this study will explain the direct and indirect effects exogenous of variables on variables endogenous. The direct and indirect effects of this study are as follows:

1. Direct Effect
  - a. effect of X1 on Z = 0.203
  - b. Direct effect of X2 on Z = 0.697
  - c. Direct effect of X3 on Z = 0.105
  - d. Direct effect of X1 on Y = 0.063
  - e. The direct effect of X2 to Y = 0.256
  - f. direct influence of X3 to Y = 0.307
  - g. direct influence Z to Y = 0,388
2. indirect influence
  - a. The indirect effect of X1 to Y through

- Z
  - b.  $PZX1 * PYZ = (0.203) (0.388) = 0.078$
  - c. Indirect effect of X2 on Y through Z
  - d.  $PZX2 * PYZ = (0.697) * (0.388) = 0.270$
  - e. Indirect effect of X3 on Y through Z
  - f.  $PZX2 * PYZ = (0,105) * (0,388) = 0,040$
3. Total Effect
  - a. The total effect of the Adaptability Variable  
 $PZX1 + (PmZX1 * PYZ) = (0.203) + (0.203 * 0.388) = 0.281$
  - b. The total effect of the Communication Skills Variable.  
 $PZX2 + (PZX2 * PYZ) = (0.697) + (0.697 * 0.388) = 0.967$
  - c. total Effect of Work Environment Variables  
 $PZX2 + (PZX2 * PYZ) = (0.105) +$

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$$(0.105 \times 0.388) = 0.145$$

### **Effect of Adaptability against Teamwork**

According to ([Agiati](#), 2018), Adaptability is a very complex behavior because it involves a number of functions and intellectuals. For example: reasoning, working memory, and learning skills are getting higher. From some of these definitions, it can be concluded that adaptability is a person's ability to follow developments or changes that occur in the environment in which a person is located. The ability to adapt not only includes the ability to adjust the body's organs but many complex things that are in it, including culture, behavior, emotions and matters relating to human nature in nature. A person's ability to adapt to his environment can determine the results of his work, because with a good level of ability to adapt, of course it has a good impact on absorbing new values in the environment in which he is located.

### **Effect of Communication Skills against Teamwork**

According to ([Enadarlita & Asvio](#), 2019) communication is a process of forming the delivery of receiving and processing messages that occur within a person and or between two or more with a specific purpose. Communication skills are basic skills needed by every employee in carrying out their job duties. The elements of communication skills learned include speaking, writing, reading, listening and using media skills ([Biryanto et al.](#), 2018). ([Sumbogo & Mani](#), 2021) Communication skills are needed to achieve success in an organization. In a company,

communication skills are an important factor to be able to provide good information and can provide comfort for the people you are talking to. What's more, living in a corporate environment, every employee must be ready to face every customer, client, or maybe a coworker who needs information. Not only that, good delivery will make the information you provide easier to understand and certainly make the listeners feel comfortable and satisfied ([Ahli Presentasi Dot Com](#), n.d.)

### **Effect of Work Environment on Teamwork**

The work environment according to ([Afandi](#), 2018) is something that exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate. Human life is inseparable from the various circumstances of the surrounding environment, between humans and the environment, there is a very close relationship. According to ([Kasmir](#), 2014) the work environment is the facilities and infrastructure or conditions around the work location. The work environment can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow co-workers. According to ([Sunarsi](#), 2020) the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned. According to ([Vanesa et al.](#), 2019), the work environment is the overall tools and materials encountered, the surrounding environment where employees work, work

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methods and work arrangements both as individuals and as groups.

### **The Effect of Adaptability on Employee Performance**

Adaptability is generally needed to face a dynamic environment situation (there is a change at any time). Adaptability aims to minimize the risk caused by changes so that the specified performance can be achieved. Adaptability is needed in the process of learning and working (eg learning process, work environment, survival) ([Kamaruddin](#), 2017). Adaptability is a very complex behavior because it involves a number of functions and intellectuals. One of the characteristics of living things is the ability to adapt to their environment. This ability is called adaptability. Individuals need interaction with their social environment because in the social environment, individuals can develop and adapt. Employees who have just entered the world of work, must be able to adapt to a new environment. If an employee cannot adapt to his environment, he will have a negative attitude and be unhappy because he cannot blend in with his environment. This can affect the continuity of his work and career, so that the implications for work results are less than optimal ([Rifani](#), 2019). One of the characteristics of living things is the ability to adapt to their environment ([Ginting](#), 2019). This ability is called adaptability. Individuals need interaction with their social environment because in the social environment, individuals can develop and adapt. Employees who have just entered the world of work, must be able to adapt to a new environment. If an employee cannot

adapt to his environment, he will have a negative attitude and be unhappy because he cannot blend in with his environment. This can affect the continuity of his work and career, so that the implications for work results are less than optimal.

### **Effect of Communication Skills on Employee Performance**

According to ([Mangkunegara](#), 2011) Communication can be interpreted as a process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose. Communication plays an important role for a company, both private companies, foreign companies and government, communication is not only needed in the internal environment of a company but also in the company's external environment. ([Curry](#), 2004) states that communication is a process of forming the delivery of receiving and processing messages that occur within a person and or between two or more with a specific purpose. In general, the notion of communication skills is the ability of a person to convey a message to the recipient of the message so that the communication that runs smoothly and provides benefits for the sender of the message and for the recipient of the message. Communication skills are the ability to communicate effectively with superiors, coworkers, and other important staff no matter where you work. Communication skills are the main skills that must be possessed to be able to build healthy relationships anywhere. Communication will be successful if the

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sender of the message and the recipient of the message together reach the same understanding and conclusion as intended, about what is actually being informed. Components of communication skills are non-verbal skills such as facial expressions, hand movements, body movements and verbal skills such as language content, language structure and language utilization (Phutela, 2015). If someone has quality communication skills, it is very supportive to achieve company targets.

### **Effect of Work Environment on Employee Performance**

The work environment is everything that is around employees at work, whether in the form of physical or non-physical, directly or indirectly, which can affect employees and their work while working. The work environment also includes interactions or relationships between employees and organizational leaders. The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. An employee working in a comfortable work environment will be able to make the employee work optimally and produce good performance, on the contrary, if an employee works in an inadequate and not supportive work environment to work optimally will make employees lazy, tired quickly so that performance employee will below. A good work environment is a supporting factor which is also considered very supportive in improving performance ([Syahreza et al.](#), 2017). The work environment is a state and condition that provides a sense of security and comfort at work, which is supported by

facilities in terms of physical form and psychological support, namely work attitudes. By paying attention to a good work environment, it is able to create conducive working conditions so as to provide motivation to work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment in government agencies is very important to be considered by the leadership because a good work environment has an influence on the effectiveness of working in the company. In an effort to plan a work environment, it is necessary to examine and determine the aspects of the formation of the work environment itself. ([Pawirosumarto et al.](#), 2017)

### **The Influence of Teamwork on Employee Performance**

According to ([Hatta & Musnadi](#), 2017) cooperation is the synergy of the strengths of several people in achieving a desired goal. Cooperation will unite the power of ideas that lead to success.

Stated by ([Devina](#), 2018) that teamwork is a collection of individuals who depend on each other on tasks and are jointly responsible for the results obtained. According to ([Sarlito](#), 2013) teamwork is people who work together to solve problems and achieve goals in a group. Cooperation is a form of group consisting of more than someone who performs tasks with a number of rules and procedures to develop effectiveness and reciprocal relationships to achieve team goals. Cooperation can also stimulate someone to contribute to the group, as according to ([Mawarti](#), 2016) teamwork is a group whose

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individual efforts produce higher performance than the number of individual inputs.

### **The Influence of Adaptability on Employee Performance through Teamwork**

Adaptation is the ability of living things to adapt to their environment ([Silverstein et al.](#), 2008). Adaptability is a very complex behavior because it involves a number of functions and intellectuals. For example: reasoning, working memory, and learning skills are getting higher ([Hatta & Musnadi](#), 2017). From some of these definitions it can be concluded that adaptability is a person's ability to follow developments or changes that occur in the environment where a person is. The ability to adapt not only includes the ability to adjust the body's organs but many complex things that are in it, including culture, behavior, emotions and matters relating to human nature in nature. A person's ability to adapt to his environment can determine the results of his work, because with a good level of ability to adapt, of course it has a good impact on absorbing new values in the environment in which he is located, Yusuf (2008).

### **Effect of Communication Skills on Employee Performance through Teamwork**

Communication skills are basic skills needed by every employee in carrying out their job duties. The elements of communication skills learned include speaking, writing, reading, listening and using media skills ([Biryanto et al.](#), 2018). (Sumbogo & Mani, 2021) Communication

skills are needed to achieve success in an organization. In a company, communication skills are an important factor to be able to provide good information and can provide comfort for the people you are talking to. What's more, living in a corporate environment, every employee must be ready to face every customer, client, or maybe a coworker who needs information. Not only that, good delivery will make the information you provide easier to understand and certainly make the listeners feel comfortable and satisfied. According to ([Harahap](#), 2020), performance is the result obtained by an organization, whether the organization is profit-oriented and non-profit oriented generated during a certain period. According to ([Mangkunegara](#), 2011) performance is an assessment that is qualitative in nature and quantity which gives results or tasks and responsibilities are carried out correctly. ([Sutrisno](#), 2013) states that performance is the result of a certain work process in a planned manner at the time and place where employees carry out activities in the organization where they work.

### **The Influence of Work Environment on Employee Performance through Teamwork.**

The work environment can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow co-workers. According to ([Sunarsi](#), 2020), the work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned. According

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to ([Vanesa et al.](#), 2019), the work environment is the overall tools and materials encountered, the surrounding environment where employees work, work methods and work arrangements both as individuals and as groups.

According to ([Suharti & Mudayana](#), 2020) performance is the result obtained by an organization, whether the organization is profit-oriented and non-profit oriented generated during a certain period. According to ([Suharti & Mudayana](#), 2020) performance is an assessment that is qualitative in nature and quantity which gives results or tasks and responsibilities are carried out correctly. ([Sutrisno](#), 2013) states that performance is the result of a certain work process in a planned manner at the time and place where employees carry out activities in the organization where they work.

Definition by ([Robbins](#), 2014) that performance as a result achieved by employees in their work according to certain criteria that apply to a job. The term performance comes from the word job performance job performance or actual performance actual (achievement achieved by someone). According to ([Mangkunegara](#), 2011) the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to them. (Wibowo, 2013). Seems performance management as a means to get better results from organizations, teams, and individuals by understanding and managing performance within a framework of agreed goals, standards, and attribute requirements.

## CONCLUSIONS

Based on analysis and discussion can be taken conclusion that Adaptability positive and significant impact on teamwork. Communication Skills positive and significant impact on teamwork. Work Environment positive and significant effect against teamwork Adaptability positive and significant impact on employee performance. Communication Skills positive and significant impact on employee performance. Work environment positive and significant impact on employee performance. Teamwork positive and significant impact on employee performance. Adaptability significant effect on employee performance through teamwork. Communication Skills significant effect on Employee Performance through Teamwork. Work Environment has a significant effect on Employee Performance through Teamwork.

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