

The Influence of Communication and Employment Status on Employee Work Effectiveness

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Abstract

The progress of an organization can be seen from changes towards the good, especially in achieving the goals that have been set, both private organizations and government agencies, will not be separated from the support of human resources owned by the organization. This study aims to reveal: 1) Is there an influence of communication on employee work effectiveness; 2) Is there an influence of employee status on employee work effectiveness.; 3) Is there an influence of communication and employee status together on employee work effectiveness. The method used in this study is quantitative with a survey approach. The population of this study were employees at the Directorate of Research and Community Service (DPPM) of the Ministry of Higher Education, Science, and Technology. The sampling technique used in this study was random sampling. Research data were obtained through the Communication, Employee Status and Work Effectiveness instruments. The results of the study 1) Communication has a significant effect on employee work effectiveness at DPPM of the Ministry of Higher Education, Science, and Technology.; 2) Employee Status has an effect but is not significant on Employee Work Effectiveness at DPPM of the Ministry of Higher Education, Science, and Technology.; 3) Communication partially has a significant influence, while Employment Status does not have a significant influence.

Keywords: Communication, Employee Status, Work Effectiveness.

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INTRODUCTION

Achieving organizational goals requires the effective performance of human resources, particularly within public institutions that manage complex administrative and coordination tasks. Units such as the Directorate of Research and Community Service (DPPM) in ministries of higher education or science and technology depend heavily on the ability of employees to execute their responsibilities efficiently in order to meet institutional targets. However, despite various managerial efforts, employee performance in many public-sector organizations remains suboptimal. This suggests that organizational effectiveness is shaped not only by technical efforts, but also by other determinants such as internal communication quality and employment status.

Internal communication has been consistently identified as a critical factor influencing employee performance and organizational effectiveness. Recent studies have shown that effective internal communication enhances coordination, reduces ambiguity, and fosters stronger employee engagement (Flores et al., 2021; Oliveira & Carvalho, 2024). Research in manufacturing and service organizations also confirms that internal communication significantly improves employee performance when combined with other work-environment factors (Setiawan & Putra, 2022). Evidence from European public institutions indicates that internal communication directly influences job satisfaction and indirectly strengthens employee commitment through the mediation of motivation (Santos & Silva, 2024). Studies in Indonesian private-sector organizations similarly report that internal communication contributes substantially to work effectiveness, with explanatory power reaching up to 35% (Pratama & Nurhayati, 2021).

Although many empirical findings underline the positive impact of communication on performance, several studies also reveal that communication alone does not fully explain variations in employee effectiveness. Research in Indonesian governmental offices shows that the influence of internal communication on performance often accounts for less than one-third of the total variability (Rahman, 2020; Yuliani & Akbar, 2021). These results indicate the presence of additional contextual factors—such as leadership, motivation, work environment, and employment arrangements—that may moderate or enhance the relationship between communication and work effectiveness.

Within public-sector research organizations like DPPM, the complexity of administrative duties, program implementation, budget management, and cross-unit coordination increases the sensitivity of communication flows. Employees often differ in terms of job categories, employment status, and functional responsibilities, which may shape their levels of motivation, perceptions of fairness, and clarity of role expectations. Recent literature highlights that employment status—such as permanent versus contract workers—can influence organizational commitment, job engagement, and performance outcomes (Kim & Kim, 2020; Hennekam, 2022). However, empirical research integrating internal communication and employment status in the context of public research institutions remains scarce.

This gap is particularly relevant because the heterogeneity of employment arrangements in public organizations may affect how communication is interpreted, how responsibilities are distributed, and how effectively tasks are executed. Despite the growing evidence on communication-performance linkages, systematic reviews or empirical models that incorporate employment status as an independent or moderating variable are still limited, particularly in government-affiliated research and community service directorates.

Therefore, this study seeks to fill this gap by reviewing and synthesizing recent empirical findings on internal communication, employment status, and work effectiveness in both public and private organizational settings. The novelty of this study lies in its analytical integration of employment status within the communication-effectiveness framework, specifically tailored to the context of research and community service institutions. The findings are expected to contribute

theoretically by extending human resource management literature in the public sector and practically by offering strategic recommendations for improving communication systems and human resource policies in organizations such as DPPM.

Internal communication has emerged as a fundamental construct in organizational studies, particularly in understanding how information is transmitted, interpreted, and acted upon within complex institutions. Recent scholarship (2019–2024) defines internal communication as the process of exchanging information among organizational members to ensure alignment, coordination, and clarity of tasks (Flores et al., 2021; Oliveira & Carvalho, 2024). In public-sector settings, internal communication plays an essential role not only in disseminating directives but also in fostering transparency, trust, and a shared understanding of institutional priorities. Its dimensions—downward, upward, horizontal, and diagonal communication—collectively contribute to reducing role ambiguity, preventing operational delays, and strengthening inter-unit collaboration.

Several empirical studies demonstrate that internal communication significantly influences employee performance and work effectiveness. Evidence from organizational research indicates that effective communication enhances job clarity, reduces misunderstandings, and enables smoother coordination across units (Setiawan & Putra, 2022; Santos & Silva, 2024). In both private and public organizations, internal communication has been shown to contribute positively to work outcomes by improving motivation, psychological readiness, and task engagement. However, research also reveals that the explanatory power of communication is often limited. Studies in Indonesian government institutions, for instance, report that internal communication accounts for only 20–35% of the variance in work effectiveness (Rahman, 2020; Pratama & Nurhayati, 2021). These findings suggest the presence of additional variables that may moderate or shape the relationship between communication and performance.

Work effectiveness itself is a multifaceted construct influenced by various organizational, individual, and contextual factors. In the public sector, work effectiveness involves the ability of employees to deliver outputs accurately, timely, and in accordance with regulations. Public institutions such as research and community service directorates operate within a bureaucratic environment characterized by administrative complexity, cross-unit interdependence, and strict reporting requirements. These conditions make employee effectiveness highly dependent on coordination quality, clarity of responsibilities, and procedural consistency. Studies on public-sector effectiveness emphasize that factors such as motivation, leadership, infrastructure, and employment arrangements often play a critical role in shaping outcomes.

Employment status has received increased attention in recent literature as a determinant of employee attitudes and performance. Differences between permanent, contractual, and temporary employees can shape perceptions of job security, fairness, psychological contract, and engagement (Kim & Kim, 2020; Hennekam, 2022). Permanent employees often exhibit higher levels of commitment due to long-term job stability, while contract employees may experience uncertainty that affects their motivation and interaction patterns. In public-sector organizations—especially those with mixed staffing structures—employment status influences not only work

motivation but also how employees interpret and respond to internal communication. Literature suggests that employees with differing employment arrangements may vary in their expectations, trust levels, and degree of participation in organizational processes.

Despite the growing evidence on internal communication and employment status, few studies have examined how these variables interact in determining work effectiveness within public research institutions. The heterogeneity of employment status in organizations such as research directorates creates a complex environment where communication flows may be interpreted differently depending on job security, role clarity, and functional responsibilities. Existing research rarely integrates employment status into communication–performance models, leaving a significant gap in understanding how communication strategies should be tailored to different employee groups.

Empirical findings further highlight the need for a more comprehensive framework. Previous studies show that although communication positively influences performance, the relatively low effect sizes indicate the relevance of moderating or contextual variables. Employment status, as suggested in recent HRM literature, may serve as a critical factor that shapes the strength of communication’s impact on effectiveness. Additionally, the unique nature of public research and community service institutions—where tasks involve program coordination, budget administration, evaluation, and reporting—requires a deeper examination of how employment arrangements influence communication dynamics.

This gap presents an opportunity for further investigation. A more integrative theoretical approach that incorporates Organizational Communication Theory, Psychological Contract Theory, and Public Sector HRM frameworks is needed to better understand the interplay among internal communication, employment status, and work effectiveness. Such a framework will help explain not only the direct influence of communication on performance but also the conditions under which this relationship is strengthened or weakened.

By synthesizing recent empirical findings and theoretical perspectives, this literature review positions employment status as an essential contextual factor in the communication–effectiveness nexus. This integrated perspective provides a stronger conceptual foundation for examining organizational effectiveness in public-sector research institutions and offers a pathway for developing a more robust model capable of capturing the complexities of contemporary public administration.

1. The Influence of Internal Communication on Employee Work Effectiveness

Work effectiveness is commonly defined as the accuracy, responsibility, discipline, cooperation, and goal achievement demonstrated by employees in carrying out their duties (Zaini & Agustinan, 2019). This definition inherently highlights the importance of communication, particularly in relation to coordination, clarity of tasks, and collaborative problem-solving among organizational members. Effective internal communication enables employees to understand expectations, synchronize their work, and prevent misunderstandings that may hinder performance.

Empirical evidence further supports this relationship. A study conducted by Azisya (2014) found that internal communication had a significant effect on employee work effectiveness, indicating that communication serves as a key determinant of how well employees perform their tasks and achieve organizational goals. When communication flows clearly and consistently, employees are better equipped to manage their responsibilities and adapt to operational demands.

H1: Internal communication has a positive and significant influence on employee work effectiveness.

2. The Influence of Employment Status on Employee Work Effectiveness

Effectiveness in organizational settings is often understood as the extent to which an institution achieves its objectives through optimal utilization of resources, processes, and outputs. Hasibuan (2019) explains that work effectiveness can also be reflected in goal attainment, job satisfaction, and the organization's ability to adapt to its environment. Factors such as compensation, competence, job performance, and career pathways are widely considered as key indicators of effectiveness.

Employment status—whether permanent, contractual, or functional—plays an important role in shaping these indicators. Employees with different employment arrangements may experience different levels of job security, career certainty, and organizational commitment, which in turn influence their performance. Empirical evidence from Manalu (2021) demonstrates that employment status significantly affects employee performance, confirming that employment arrangements are a crucial component in determining employee effectiveness.

H2: Employment status has a positive and significant influence on employee work effectiveness.

3. The Combined Influence of Internal Communication and Employment Status on Work Effectiveness

Organizational effectiveness becomes more meaningful when viewed from the extent to which an institution is able to utilize its available resources and capabilities to achieve its operational objectives. Lijan Poltak (2016) identifies several dimensions of effectiveness, including adaptability, flexibility, productivity, job satisfaction, and resource utilization. These dimensions highlight that effectiveness is not determined by a single organizational variable, but rather by the interplay among multiple structural and behavioral factors.

Internal communication and employment status are two such factors that jointly shape how employees perform within an organization. Clear communication provides clarity, reduces uncertainty, and supports coordination, whereas employment status affects employees' motivation and commitment. When these two variables interact positively—particularly in public-sector contexts—they can enhance conformity to procedures, increase work motivation, and promote stability in achieving work targets.

H3: Internal communication and employment status jointly have a positive and significant influence on employee work effectiveness.

METHODOLOGY

Population is generally defined as the entire set of objects or subjects relevant to a research inquiry, while a sample represents a subset of the population that possesses characteristics capable of describing the whole (Nur Fadilah et al., 2023). Determining an appropriate sample requires the researcher to fully understand the characteristics of the population, the logic of sampling techniques, and the criteria for selecting respondents that accurately reflect the broader group being studied.

In this study, the population consists of all employees of the Directorate of Research and Community Service (DPPM) of the Ministry of Higher Education, Science, and Technology, totaling 58 individuals. To determine the number of respondents required, the Slovin formula with a significance level of 5% was applied. Based on this formula and the population size of 58, the calculated sample size is 50.65, which is rounded to 51 respondents.

According to Sujarweni (2022), data collection methods refer to the procedures used by researchers to obtain quantitative information from respondents within the scope of the study. Without a clear understanding of appropriate data collection techniques, researchers risk obtaining data that do not meet scientific validity and reliability standards.

A questionnaire, as described by Sujarweni (2022), is a data collection instrument consisting of a structured set of written questions or statements that respondents are required to answer. This method is considered efficient when the researcher has a clear understanding of the variables being measured and the type of responses expected from participants. In the present study, the questionnaire employs a Likert scale to quantify respondents' perceptions of the variables under investigation.

The analysis in this study utilizes descriptive analysis techniques. Data processing is conducted using SPSS (Statistical Package for the Social Sciences) version 27, which enables accurate, systematic, and efficient statistical computation.

RESULTS AND DISCUSSION

The general description of respondents in this study is based on characteristics including age, gender, education level, and employment status. A general description of the respondent profile in this study can be seen in Table 1.

Table 1 Respondent Characteristics

Characteristics	Answer Options	Number of Respondents	Percentage
Gender	Woman	16	31.4%
	Man	35	68.6%

	Total	51	100%
Age	21-30 Years	13	25.5%
	31-40 Years	22	43.1%
	41-50 Years	14	27.5%
	51-60 Years	2	3.9%
	Total	51	100%
Employee Status	ASN	31	60.0%
	PPNPN	12	23.5%
	PPPK	3	5.9%
	Associate Employee	5	9.8%
	Total	51	100%

From the table above, we can see that the majority of employees in DPPM are male, so it is expected to have good communication between employees and solid cooperation in order to achieve maximum work effectiveness. Respondents in this study are in their productive age, which is between 20 and 50 years old, so they can still make a big contribution in completing the tasks or job descriptions of each employee according to their competencies. Judging from the employee status, the majority of DPPM employees are ASN employees, indicating that the bond between employees and the agency is stronger, so they are expected to carry out their duties in accordance with their oath of office. In addition, they can cooperate and communicate well with non-ASN employees without discrimination so that the effectiveness of DPPM employees can be achieved.

All items in the questions for each variable in the study have valid status, because the calculated r value (*Corrected Item-Total Correlation*) $< r$ - table of **0.2759**. The results of the reliability coefficient of the communication instrument are 0.915, the employee status instrument is 0.892, and the employee effectiveness instrument is 0.975. All of these coefficient values have a *Cronbach's Alpha value* greater than 0.700, which means that the three instruments are declared reliable or meet reliability requirements.

In the classical assumption test, this study conducted a normality test and a multicollinearity test. Based on the results of data processing, it can be seen that the significance value of 0.200 is greater than 0.05, which means it meets the normality assumption. In the multicollinearity test, the results of the *tolerance value* of variable X1, namely Communication, were $0.731 > 0.10$ and the VIF value was $1.368 < 10$. In variable X2, namely Employee Status, the *tolerance value* was $0.742 > 0.10$ and the VIF value was $1.349 < 10$. So it can be concluded that the Communication (X1) and Employee Status (X2) variables did not experience multicollinearity.

The analysis in this study used SPSS 27 software to obtain more accurate and rapid results. After conducting the classical assumption test, the data was processed to analyze the influence of the variables in this study using multiple linear regression. The results of the multiple linear regression data processing can be seen in Table 2 below:

Table 2. Multiple Linear Regression Test Values

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,424	2,913		2,205	.032
	Communication	.755	.100	.728	7,558	.000
	Employee Status	.157	.095	.159	1,648	.106

a. Dependent Variable: Total_Y

Based on the results shown in the table above, the multiple linear regression equation can be formulated as follows:

$$Y = 6,424 + 0,755x_1 + 0,157x_2 + e$$

The multiple linear regression coefficients above can be interpreted that the constant value of 6.424 states that if the Independent variables, namely the Communication and Employee Status variables, are stated to be constant or zero, then the Employee Work Effectiveness variable that occurs is 6.424.

Table 3 Partial Test Results (t-Test)

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	6.424	2.913		2.205	.032		
	Komunikasi	.755	.100	.728	7.558	.000	.731	1.368
	Status Kepegawaian	.157	.095	.159	1,648	.106	.731	1,368

a. Dependent Variable: Work Effectiveness

From the results of the data processing above, it can be seen that communication has a significant effect on the variable of employee work effectiveness at the DPPM Ministry of Higher Education, Science, and Technology . This is evidenced by the results of the t-test which shows a significant value of the Communication variable of

0.00 where the significance value is smaller than 0.05. Then strengthened by the value $t_{hitung} (7,558) > t_{tabel} (2,009)$. These results can be concluded that the H1 hypothesis is proven and accepted or H0 is rejected. The results of this study are in line with research conducted by *Mahrawati (2020)* showing that the communication skills carried out by employees are the most dominant variable influencing the work effectiveness of employees of PT.BRI (Persero) Palangka Raya Branch. Whether communication is good or not can affect the work effectiveness of an employee, because communication is related to the job description or responsibilities of employees. When communication in an organization is considered good, it will have an impact on the effectiveness of employee work. Information and work or responsibilities will be conveyed well. However, if communication between employees is considered poor, it will also have a negative impact on employee work effectiveness. Misunderstandings can occur with information, ideas, or concepts conveyed between employees, commonly referred to as *miscommunication*. This suggests that communication between employees is good, and indicators of communication contribute to the success of achieving work effectiveness at the DPPM Ministry of Higher Education, Science, and Technology .

Judging from the results of the data processing above, it can be interpreted that employee status has an effect on Employee Work Effectiveness but is not significant. This is evidenced by the results of the t-test which shows a significance value of the Employee Status variable of 0.106 , where the significance value is greater than 0.05. This is also strengthened by the value $t_{hitung} (1,648) < t_{tabel} (2,009)$. These results can be concluded that H1 is rejected or H0 is accepted. This is not in line with Manalu G's research regarding the effect of employee status on employee performance. According to him, employee performance will be good if they work effectively. The results of the study show that employee status has an effect on employee performance. However, this study is in line with the research conducted by *Juliandrastuti et al (2022)* with the results of the study stating that employee job satisfaction affects employee performance, while the results of the t-test state that employee status does not have a significant effect on performance. Employees with ASN or non-ASN status in an agency have not yet become a determinant of work effectiveness. This means that the ASN of an employee still does not necessarily affect the good work effectiveness of the employee. Likewise, the Non-ASN of an employee still does not necessarily affect the poor work effectiveness of the employee. Thus, work effectiveness will be produced optimally regardless of employee status, ASN or Non-ASN employees. In other words, humans as people who have compliance with responsibilities must still have quality and quantity regardless of the employee's employment status. This means that the factors that cause employee status to not affect employee effectiveness in employees at DPPM are due to several dimensions of employee status variables that are not fulfilled.

Table 4. Results of the F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1471,932	2	735,966	49,756	.000 ^b

Residual	709,990	48	14,791
Total	2181.922	50	

a. Dependent Variable: Work Effectiveness

b. Predictors: (Constant), Employee Status, Communication

According to Ghozali (2018), the F test is used to measure *the Goodness of Fit* of a regression equation model. *Goodness of Fit* is used to jointly test the significance of the influence of communication (X1) and Employee Status (X2) simultaneously on the Employee Work Effectiveness variable (Y). This F test is carried out by comparing the values F_{hitung} dengan F_{tabel} .

Based on the results of the F test above, it can be concluded that F_{hitung} 49.756 F_{tabel} is 3.19 with an error rate of 5% (0.05). From these data, it can be concluded $F_{hitung} > F_{tabel}$ that 49.756 is greater than 3.19, which indicates that Communication (X1) and Employee Status (X2) together have a positive and significant influence simultaneously on the Employee Work Effectiveness variable (Y). Thus, the author concludes that the hypothesis in this study which states that the influence of Communication and Employee Status on Employee Work Effectiveness at DPPM Ministry of Higher Education, Science, and Technology is proven and acceptable.

Table 5. R Square Value

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.821 ^a	.675	.661	3.84597

a. Predictors: (Constant), Employment Status, Communication

b. Dependent Variable: Work Effectiveness

From table 3, it can be seen that the R Square value is 0.675 (67.5%). This can be interpreted that the level of influence or determinant of the Communication and Employee Status variables on Employee Work Effectiveness is 67.5%. Meanwhile, 32.5% of the Employee Work Effectiveness value is influenced or explained by other factors not examined in this study.

CONCLUSION

Communication significantly influences the effectiveness of employee work at the DPPM Ministry of Higher Education, Science, and Technology. This is evidenced by the results of the t-test, the significance value of the communication variable is 0.000, where the significance value is less than 0.05, and the comparison of values $t_{(hitung)}$ (7,558) $>$ t_{tabel} (2,009). Communication in an organization is considered good, then it will have an impact on employee work effectiveness. Job description information and responsibilities will be conveyed well. However, if communication between employees is considered poor, it will also have a negative impact on employee work effectiveness.

Employee Status has an influence but is not significant on the Work Effectiveness of employees at the DPPM of the Ministry of Higher Education, Science,

and Technology. This is evidenced by the results of the t-test of the significant value of the employee status variable of 0.106, the significant value is greater than 0.05 and the comparison of values $t_{hitung} (1,648) < t_{tabel} (2,009)$. It is concluded that employees with ASN or non-ASN status in an agency have not yet become a determinant of work effectiveness. This means that an employee's ASN status still does not necessarily affect the good work effectiveness of the employee. Likewise, the non-ASN status of an employee still does not necessarily affect the poor work effectiveness of the employee. Thus, work effectiveness will be produced optimally regardless of employee status, ASN or Non-ASN employees.

Communication partially has a significant influence, while Employee Status does not. However, simultaneously, Communication and Employee Status have a significant influence on Employee Effectiveness (0.00). Employee Work Effectiveness will continue to increase with good communication regardless of employee status. All responsibilities are carried out according to the information obtained properly and correctly.

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