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## The Impact of Communication Quality, Teamwork and Trust on Work Productivity of Tanjung Emas Port Employees

Lisda Rahmasari<sup>1\*</sup>

<sup>1</sup> Universitas Maritim “AMNI”,  
Semarang, Indonesia

\* Corresponding author:

Email: [lisdrahmasari272@gmail.com](mailto:lisdrahmasari272@gmail.com)

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### Abstract

This research aims to examine the influence of communication quality (X1), teamwork (X2), and trust (X3) on work productivity (Y) of Tanjung Emas Port employees in Semarang with a total of 130 respondents. By using the SPSS Regression model tool for data analysis, the results show that the quality of communication, teamwork and trust all have a positive and significant effect on work productivity. Collectively, these variables contribute 50.6% to the diversity of work productivity, and the remaining 49.4% is influenced by other external factors. In hypothesis testing, it was found that communication quality (X1) had a significant positive effect on work productivity (Y), with a calculated t value of 4.376 > t table value of 1.98045, supporting hypothesis 1 (H1). Likewise, teamwork (X2) and trust (X3) both have a positive effect on work productivity (Y), with calculated t values of 2.039 and 4.852 respectively, exceeding the t table value, thus supporting hypotheses 2 (H2) and 3 (H3). These findings underscore the importance of fostering effective communication, teamwork, and trust in the workplace to increase overall productivity.

### Keywords

Communication, Teamwork, Trust, Work Productivity.

## 1. Introduction

The development of the business world today is happening so fast. Business competition is getting tougher and economic resources have forced organizations and business companies to be able to survive in difficult situations. Changes in the structure of the Indonesian market in

free trade, which are motivated by global issues, have had a huge impact on the Indonesian business climate. Employee work productivity is a very important factor in supporting business success (Silaban et al., 2021; Noercahyo et al., 2021; Yandi & Havidz, 2022). High productivity will be very beneficial for both entrepreneurs and employees, especially for their welfare (Juliani & Windu, 2017; Maswani et al., 2021; Pajrin et al., 2022). Productivity also reflects employee work ethic which is reflected in a good mental attitude. Entrepreneurs and employees involved in a company must try to increase their productivity. Employee work productivity is required to continue to increase. One step to maintain or increase work productivity can be done by evaluating and carrying out a series of improvements to always improve the quality of work so that the company grows and excels in competition, or at least can survive. Therefore, this research was conducted to find out whether work productivity at PT. Pelabuhan Indonesia III (Persero) Tanjung Emas Semarang Branch is running as desired and this research was also carried out for employees at PT. Pelabuhan Indonesia III (Persero) Tanjung Emas Semarang Branch so that in the future every existing employee can work well again and be motivated.

According to Saber (2022), productivity is the comparison between output and input, this formulation applies to companies, industries and the economy as a whole. Productivity is a concept of measuring the ratio of total output to the weighted average input. So, based on the opinions of these experts, it can be concluded that productivity is the comparison of the amount of output produced with the amount of resources used. Humans need communication in everyday life, communication is an important tool in order to achieve a message, this is of course not only needed by humans, but also in an organization. Communication is a process of exchanging information between individuals through a common system, either with symbols, signals, or behavior or actions. Likewise, in an organization which is an institution in which there are various kinds of people, both in terms of nature and position, they establish communication from one employee to another, this causes an interaction between subordinates to superiors and superiors to their subordinates.

Teamwork is the ability of team members to work together, communicate effectively, anticipate and meet each other's needs, and inspire trust to produce coordinated collective action. Team work is a form of group work with complementary skills and commitment to achieving a previously agreed mission to achieve a common goal. Teamwork is very necessary to increase work efficiency in multinational, private and government companies. If a company does not have strong cooperation between one division and other divisions, then the results of its work will be unsatisfactory and inefficient (on time). Trust is stated to be an important component for maintaining sustainable relationships between all parties involved in business (Syakur et al., 2020). This opinion explains that trust is needed to be able to build stable relationships and comprehensive relationships between the various parties involved in the interaction. Self-confidence is a person's belief in his ability to complete the work or tasks assigned to him. For entrepreneurs, self-confidence is related to the process of running their business, such as the ability to understand business, the ability to solve various kinds of business problems, and the ability to carry out responsibilities in their business activities. In the context of the business world, trust is an important component of an organization and team. Organizational and team goals will be more easily achieved when trust can be built well between fellow members within it.

In this research, the problem raised concerns fluctuations or rises and falls in work productivity among employees at PT. Pelabuhan Indonesia III (Persero) Tanjung Emas Semarang Branch which is caused by the factors of communication quality, teamwork and trust. As part of the transportation system, ports play an important role in economic activities in a particular area. At PT. Pelindo III (Persero) Tanjung Emas Semarang Branch, the level of employee motivation in working is lacking in the support of facilities and/or incentives, at the level of leadership of a leader. In general, in order for an agency or organization to empower its employees to have professional work performance in accordance with established provisions, the agency or organization must prepare Human Resources (HR) who are well-qualified, enthusiastic and of high quality. In connection with the condition of a problem incident at PT. Pelabuhan Indonesia III (Persero) Tanjung Emas Semarang Branch that with frequent changes in branch heads and each leader certainly has a leadership innovation style that varies from one another, this can result in different employee behavior patterns. Then motivation, namely the lack of policies from agencies such as awards or promotions given to employees who excel and finally regarding the workload given by agencies that is not appropriate to their field which can cause the company's work productivity to be not optimal. Through careful Human Resources planning, the work productivity of the existing workforce can be increased. This can be realized and implemented through work adjustments. Such as increased motivation and good work experience. So that every employee can produce something that is directly related to the interests of the organization. The researcher aims to analyze and describe the influence of Communication Quality on Work Productivity, Teamwork on Work Productivity and Trust on Employee Work Productivity at PT. Pelabuhan Indonesia III (Persero) Tanjung Emas Semarang Branch.

## **2. Literature Review and Hypotheses**

Work productivity is a condition for measuring the level of ability to carry out products, both individually, in groups and in organizations. Productivity is determined by the support of all organizational resources which can be measured in terms of effectiveness and efficiency which is focused on aspects of the final results achieved. Productivity issues within the company have a very important role. In order for employees to achieve high productivity, companies need to pay attention to employee needs. If employee needs can be met by the company, then in return the high level of productivity of employees will be realized easily. Productivity is the volume of output achieved in a certain period in relation to the amount of direct and indirect effort expended in production (Fernandes, 2007). Productivity is measuring the quantitative relationship between what is produced and the resources used (Tamsah & Yusriadi, 2022). Productivity is an employee's ability to produce work or goods and services in accordance with expected standards or exceed expected standards (Pratiwi et al., 2019; Prasetyo et al., 2021; Nasution & Priangkatara, 2022). Meanwhile, according to Aspara et al. (2018), productivity is a measure of how much value individual employees add to the organization's production of goods or services. The greater the output per individual, the higher the organization's productivity (Hidayati et al., 2019).

Thus, if employees are treated well by their superiors or there are good relationships between employees, then these employees will also participate well in the production process, which will have an effect on the level of work productivity. According to Ciano et al. (2021), productivity

is defined as the relationship between real and physical results (goods and services). To measure work productivity, an indicator is needed, namely ability, increasing the results achieved, work enthusiasm, self-development, quality, efficiency. Productivity is closely related to the work results achieved by employees (Nguyen et al., 2020). The result of the employee's work is work productivity as a target obtained through the quality of his work by carrying out tasks in accordance with the regulations set by the organization.

From the descriptions in the previous paragraph, it can be seen that productivity is a comparison between the results obtained and the sacrifices made. The sacrifice is not only labor but other factors of production, including capital and expertise. Low productivity will lead to inefficiency in the use of labor which is also a waste for a company. Therefore, the role of employees and leaders greatly determines the productivity of a company in achieving its goals.

Communication quality is one of the abilities that every individual or employee must have. One of the most important things is the quality of interpersonal communication, namely the ability of each individual or employee to communicate well with leaders, colleagues and also customers. According to Aririguzoh (2022), effective communication has a broader meaning than just saying or writing something, it also includes an understanding. Effective communication involves sending and receiving accurate and clearly understandable messages between management and subordinates in a two-way process.

Communication quality is a process in organizational settings to keep management and employees informed about various relevant matters (Usman et al., 2021). Communication quality is operationally defined as the level at which the content of communication can be accepted and understood by other parties involved in the communication process (Hesse et al., 2021). According to Sader (2022), the quality of communication is an effort to encourage other people to interpret opinions as desired by the person who has that opinion. With quality communication, it is hoped that a point of equality and mutual understanding will be obtained. Communication quality has a broader meaning than just saying or writing something, it also includes an understanding, effective communication includes sending and receiving messages that are accurate and can be clearly understood between management and subordinates in a two-way process.

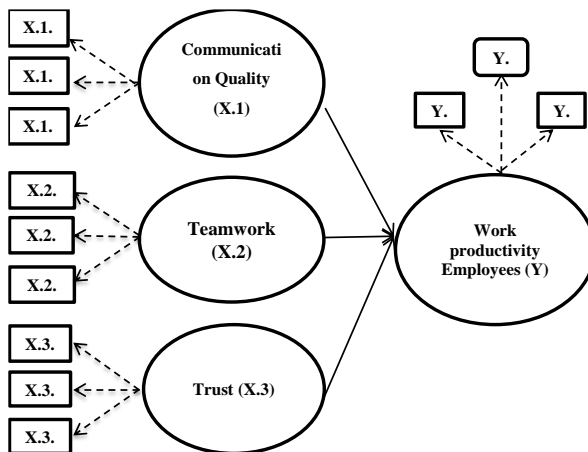
Collaboration in teams will be a driving force that has energy and synergy for individuals who are members of team collaboration. Without good cooperation, brilliant ideas will not emerge. Collaboration will unite the power of ideas that will lead to success. In cooperation, various solutions will emerge that are not resolved individually. The advantage that can be relied upon in collaboration in team work is the emergence of various solutions in synergy from various individuals who are members of team work. According to Karpenko et al. (2022), team work is a form of consolidated work by each individual to produce a quality product. Teamwork is considered capable of producing better performance than working individually. The advantage of this method is that each employee will remind each other to work properly, because the success of work or the achievement of a work unit really depends on all employees carrying out their respective tasks. Teamwork refers to a process that involves how team members interact for the success of the team or the final quality of the product (Qamari et al., 2020).

Trust is the belief that someone really means what they say and do. Trust is the foundation of business. Building trust in long-term relationships with customers is an important factor in

creating customer loyalty. Trust is a psychological area that consumers define as the willingness of one party to accept the risk of another party's actions based on the expectation that the other party will perform important actions for the party who trusts him. Trust arises because customers feel satisfied and comfortable with fulfilling the responsibilities of providing goods and services. Willingness of availability to exchange with trusted partners, due to their reliability and integrity.

Researchers used three independent variables. So the development of this research compared to previous research is the variables studied. This aims to obtain results regarding the factors that influence work productivity with a broader and better scope by using three independent variables (Communication Quality, Teamwork and Trust) and one dependent variable. So, to provide a temporary answer to the problem raised above, the researcher proposes the following hypothesis:

- H1. Communication Quality has a positive and significant influence on Work Productivity.
- H2. Teamwork has a positive and significant influence on work productivity.
- H3. Trust has a positive and significant influence on Work Productivity.



**Figure 1.** Research Framework

### 3. Research Methods

There are two variables used in this research, namely the independent variable and the dependent variable. In this research, the independent variables used by researchers are Communication Quality (X1), Teamwork (X2) and Trust (X3). Then the dependent variable used by researchers is Employee Work Productivity (Y). In conducting this research, researchers used respondents as many as 120 company employees at PT. Pelindo III (Persero) Tanjung Emas Semarang Branch. There are two types of data sources used in this research, namely primary data and secondary data. The information method for collecting data in this research is through observation, interviews, literature study, documentation and questionnaires. Researchers used quantitative data analysis, and to obtain it, a Likert scale was obtained from a list of questions.

Before further analyzing the variables used, testing will be carried out first with the aim of finding out deviations in assumptions in the variables using the classic assumption test. Validity tests are used to measure whether a questionnaire is valid or not. If an item or item is declared to have a significant validity value, then it can be said that the question in question is declared valid for describing the symptoms to be measured in a study. Then a reliability test is also used to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable over time. To find out whether the questionnaire is reliable, the Cronbach Alpha ( $\alpha$ ) statistical test will be carried out and data calculations will be carried out using the SPSS computer program.

#### 4. Results and Discussion

Based on the questionnaire that was filled out by the respondent, information was obtained about the respondent's identity data. The presentation of data regarding the identity of respondents aims to provide an overview of the state of individual data, which includes gender, age and education which can be explained in Table 1.

**Table 1.** Demographic Characteristics of Respondent

		Frequency	Percentage
Gender	Man	96	80.0
	Female	24	20.0
	Total	120	100.0
Education	High School	27	22.5
	Diploma	33	27.5
	Undergraduate	60	50.0
	Total	120	100.0
Age	17-20	16	13.3
	21-30	51	42.5
	31-40	27	22.5
	>40	26	21.7
	Total	120	100.0

Based on Table 1, it can be explained that the number of respondents in the number of employees at PT. Pelabuhan Indonesia III (Persero) Tanjung Emas Semarang Branch is mostly male with a total of 96 respondents (80%) while female respondents are 24 respondents (20%). Respondents aged 17-20 were 16 respondents (13.3%), aged 21-30 years were 51 respondents (42.5%), aged 31-40 years were 27 respondents (22.5%), aged > 40 years amounting to 26 respondents (21.7%). Respondents with a high school education level were 27 respondents (22.5%), respondents with a D3 education level were 33 respondents (27.5%), and respondents with a bachelor's education level were 60 respondents (50%). The validity test is used to measure whether a questionnaire is valid or not. If an item or item is declared to have a significant validity

value, then it can be said that the question in question is declared valid for describing the symptoms to be measured in a study.

Based on the Table 2, all indicators (X1) (good communication, provision of superior information, timeliness) of the research used in the communication quality variable show significant results, so the conclusion is that all research indicators are valid. All research indicators (X2) (cooperation, trust, cohesiveness) used in the teamwork variable show significant results, so the conclusion is that all research indicators are valid. All research indicators (X1) (self-confidence, ability, integrity) used in the trust variable show significant results, so the conclusion is that all research indicators are valid. All research indicators (Y) (work quality, work quantity, work motivation) used in the work productivity variable show significant results, so the conclusion is that all research indicators are valid. Reliability testing was carried out with the help of SPSS which provides facilities for measuring reliability with the Cronbach Alpha ( $\alpha$ ) statistical test. A construct or variable is said to be reliable if it provides a Cronbach Alpha value  $> 0.70$ . The results showed that all variables show a Cronbach alpha ( $\alpha$ ) value that is greater than 0.70 and it can be concluded that all research variables are reliable so that all answer items in the questionnaire can be used for further statistical calculations because they show valid and reliable results.

**Table 2.** Validity Test Results

Indicator	R Count	R Table	Cronbach Alpha ( $\alpha$ )
Communication Quality (X1)			0.867
X1.1	0.911	0.2343	
X1.2	0.901	0.2343	
X1.3	0.934	0.2343	
Teamwork (X2)			0.830
X2.1	0.812	0.2343	
X2.2	0.873	0.2343	
X2.3	0.737	0.2343	
Trust (X3)			0.867
X3.1	0.890	0.2343	
X3.2	0.930	0.2343	
X3.3	0.918	0.2343	
Productivity (Y)			0.839
Y1	0.821	0.2343	
Y2	0.821	0.2343	
Y3	0.850	0.2343	

A variable showing symptoms of multicollinearity can be seen from the high VIF (Variance Inflation Factor) value of the independent variables from a regression. A VIF value of less than 10 indicates that there are no symptoms of multicollinearity in the regression. The VIF test results from the regression model can be seen as follows:

**Table 3.** VIF and Tolerance

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Communication Quality	0.653	1.532
Teamwork	0.882	1.134
Tust	0.631	1.585

Based on the Table 4, it can be explained, showing that both independent variables each have VIF and Tolerance values, communication quality (0.653) and (1.532), teamwork (0.882) and (1.134) and trust (0.631) and (1.585), it is said that there is no multicollinearity. because the independent variable has a VIF value < 10 and Tolerance > 0.10.

The multiple linear regression equation model in this research is  $Y = 2.041 + 0.311X_1 + 0.155.X_2 + 0.299.X_3 + \mu$  where Y = dependent variable, unexpected / factors outside the research. A constant of 2.041 means that if the independent variables (communication quality, teamwork and trust) are considered constant, then the dependent variable (work productivity) has a positive value of 2.041 units. The regression coefficient for variable The regression coefficient for variable So miu  $\mu$ : other variables that are not detected or outside the variables of communication quality, teamwork and trust being studied.

**Table 4.** Regression Analysis

Model	Unstd Coefficients		Std Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.041	1.022		1.996	0.048
Communication Quality	0.311	0.071	0.349	4.376	0.000
Teamwork	0.155	0.076	0.140	2.039	0.044
Tust	0.299	0.062	0.393	4.852	0.000

Based on the SPSS calculation results in hypothesis 1 (H1), communication quality has a positive effect on work productivity. The calculated t number was 4.376 > t table 1.98045. So that the quality of communication (X.1) produces a positive value for work productivity (Y). H0 is rejected and hypothesis 1 (H1) is accepted, because t count > t table. Based on the SPSS calculation results in Hypothesis 2, the teamwork variable has a positive effect on work productivity. The calculated t number was 2.039 > t table 1.98045. So teamwork (X.2) produces a positive value for work productivity (Y). H0 is rejected and hypothesis 2 (H2) is accepted, because t count > t table. Based on the SPSS calculation results in Hypothesis 3 (H3), the trust variable has a positive effect on work productivity. The calculated t number is 4.852 > t table 1.98045 so that Trust (X.3) produces a positive value for work productivity (Y). H0 is rejected and hypothesis 3 (H3) is accepted, because t count > t table.

In implementing the communication quality variable, the company has actually implemented it well to influence positive work productivity. Implementation is carried out by maintaining good and positive communication between each individual. So that communication does not occur only in one direction, good communication is able to provide support for what employees do to support company productivity, so that any information available can be easily received.

All information, whether good or bad, can be received by the recipient if it is communicated in the right language and at the right time. Timeliness also influences the criteria for information to be accepted and understood. That is why researchers provide indicators of good communication, delivery of information and timeliness in the communication quality variable.

The implementation of teamwork in the company is running as desired. Along with the lack of strong cooperation between the respective divisions, this means that there is a conflicting feeling or it has not been well established, which can be proven by the fact that there is still no good sense of trust among the leadership down to the lower level. Also, the interactions between employees and leaders must be equally good in order to support the achievement of the company's vision and mission. To always improve team collaboration, they should have regular interactions which will become a driving force that has energy and synergy for the individuals who are part of team collaboration. And it will give rise to brilliant ideas in achieving the goals of an organization by the company and it can create the desired sense of unity.

Trust has the highest value among other variables, therefore suggestions for the trust variable are shown to the leadership and all employees of the company. It is hoped that the leadership and all employees must maintain and uphold trust, because trust is born from the attitude it displays when interacting with other people. To create this, the company must provide a full sense of trust so that each employee's self-confidence grows, which also results in the ability or hidden talents within the employee being explored to the fullest.

## **5. Conclusion**

After carrying out all the research stages, in the end the research results can be concluded regarding the analysis of the influence of communication quality, teamwork and trust on employee work productivity. Communication quality, in research using this variable, it can be concluded that the communication quality factors applied to the company influence employee work productivity. Through good communication, delivery of information and also punctuality. It can be concluded that the teamwork factor applied to the company influences employee work productivity. Collaboration will unite the power of ideas that will lead to success. Teamwork also requires trust from each individual, because it is the foundation of business to build trust in long-term relationships by building from the start and can be proven. The trust factor applied to the company influences employee work productivity. Therefore, trust arises from the attitudes that arise when interacting with other people, for example leaders and subordinates, subordinates and leaders or between employees in a company. The first indicator of the trust variable is self-confidence, self-confidence here can be interpreted that someone who has the trust of the company as an employee must be able to provide added value with the ideas that exist within that person, this indicates that self-confidence is strong enough to used as a feeling of confidence in a person. Researchers provide suggestions for further research to be carried out in the future, by adding several other variables that were not analyzed in this research, including competency and compensation. It is felt that this will improve the research results to be more optimal and perfect in influencing the performance of company employees in subsequent research.

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