



Analysis of the Role of Internal Communication as a Factor Driving Job Satisfaction and Organizational Commitment

Feriandy

Mitra Bangsa University

Corresponding Author: Feriandy feriandy@umiba.ac.id

ARTICLE INFO

Keywords: Communication, Job Satisfaction, Organizational, Commitment, Organizational Culture

Received: 7, October

Revised: 27, October

Accepted: 28, November

©2025 Feriandy: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/).



ABSTRACT

Internal communication is a crucial factor in building job satisfaction and organizational commitment, as it serves not only as an information channel but also as an instrument for shaping a positive and participatory organizational culture. This study employed a quantitative approach, collecting data through surveys and interviews with employees across various sectors, and a literature review to strengthen the analysis. The results indicate that effective internal communication, characterized by information transparency, clarity of messages, active participation, and consistent feedback mechanisms, significantly increases job satisfaction and acts as a mediator that strengthens organizational commitment. The findings also demonstrate a cyclical relationship between communication, job satisfaction, and commitment, which ultimately positively impacts individual performance and organizational sustainability. Therefore, implementing holistic, people-focused internal communication is a key strategy in building loyalty, motivation, and an adaptive work culture.

INTRODUCTION

Internal communication is one of the most fundamental elements in an organization's success. Through internal communication, information, ideas, and instructions can be effectively conveyed between leaders and employees, creating productive and focused work synergy. In the increasingly complex era of modern organizations, the role of communication extends beyond conveying messages to building trust, engagement, and a sense of belonging. Organizations with effective internal communication systems are typically better able to maintain stability, boost morale, and minimize internal conflict.(Azis & Ubaidillah, 2025).

Job satisfaction and organizational commitment are two important aspects that are greatly influenced by the quality of internal communication. Job satisfaction is defined as a positive emotional state resulting from a person's evaluation of their job.(Emt et al., 2023). Meanwhile, the organization's commitment according to(Zaky, 2021)is the level of emotional attachment, identification, and involvement of an individual with their organization. When internal communication is open, honest, and two-way, employees feel valued and recognized for their role, which ultimately increases satisfaction and commitment to the organization.

Gallup data (2023) shows that 85% of employees worldwide feel disengaged in their work due to a lack of effective communication between management and staff. In Indonesia, a 2022 survey by LinkedIn also found that 64% of employees chose to leave their organization because they felt poor internal communication left them unappreciated and lacked clarity about their work direction. This demonstrates that internal communication plays a significant role in employee satisfaction and loyalty within an organization.

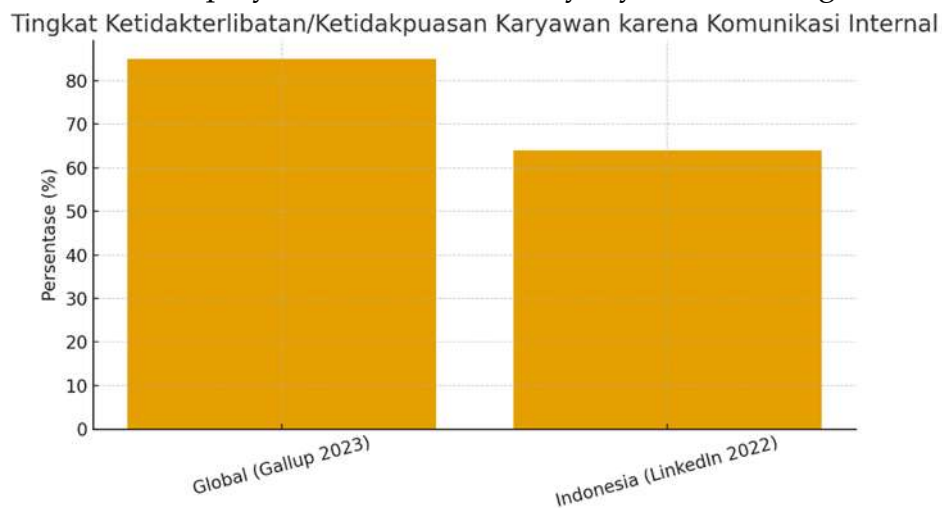


Figure 1. Employee Disengagement/Dissatisfaction Level

Source: Gallup (2023)

Several studies support a positive relationship between internal communication, job satisfaction, and organizational commitment. Research by(Pratiwi & Akbar, 2018)found that satisfaction with internal communication has a direct influence on three components of organizational commitment, namely affective, continuance, and normative. Meanwhile, a study by(Yuliya,

2021) Research in Indonesia shows that internal communication has a positive and significant impact on job satisfaction, which in turn improves employee performance. These results confirm that internal communication is not just a means of conveying messages, but also a strategic instrument for building employee emotional attachment to the organization.

However, there are still gaps in previous research. Most previous studies were conducted in the corporate or private industrial sector, while research in the education and government sectors, particularly in Indonesia, is still limited. Institutions such as schools, Islamic schools, or public agencies have distinct communication dynamics influenced by their hierarchical structures, work cultures, and unique social values. Furthermore, previous research rarely examines how mediating variables such as job satisfaction bridge the relationship between internal communication and organizational commitment.

In educational institutions, for example, internal communication is not only about conveying administrative information, but also reflects the emotional and collaborative relationships between teachers, staff, and leaders. When communication is effective, teachers feel involved in decision-making, better understand the institution's goals, and ultimately demonstrate a stronger commitment to their work. Conversely, poor communication leads to misunderstandings, lowers morale, and weakens the sense of responsibility to the organization.

LITERATURE REVIEW

According to (Agustini & Purnaningsih, 2009) Internal communication encompasses the entire process of sending and receiving messages within an organization, which can occur formally (through meetings, memos, reports) or informally (through conversations, personal messages, and social interactions). Important aspects of internal communication include openness, clarity of messages, feedback, communication channels, and trust. When these elements work harmoniously, internal communication becomes a key driver in increasing employee job satisfaction.

Job satisfaction itself is formed when an individual feels their needs and expectations regarding their work are met. Factors such as a comfortable work environment, leadership support, open communication, and recognition for performance are key determinants of job satisfaction. (Setyoningrum & Diphojoyo, 2020) In this context, quality internal communication can increase employee security, reduce uncertainty, and strengthen employee trust in the organization. Organizational commitment is a manifestation of employees' psychological attachment to the organization. (Aritonang & Prahiawan, 2024). Highly committed employees demonstrate loyalty, dedication, and a willingness to contribute to the organization's success. This commitment doesn't just emerge; it results from repeated positive experiences, including open communication and mutual respect in the workplace. When internal communication is poor, employees tend to become apathetic and easily move on to other organizations. (Lestari, 2021).

Field research shows that many organizations in Indonesia still face internal communication challenges, such as a lack of two-way communication channels, the dominance of top-down communication, or a work culture that does not support openness. These obstacles lead to job dissatisfaction, stress, and decreased loyalty to the organization. Therefore, research on the role of internal communication as a driver of satisfaction and commitment is crucial. Based on this background, this study focuses on analyzing how internal communication influences job satisfaction and organizational commitment. This study also aims to determine whether job satisfaction acts as a mediating variable between internal communication and organizational commitment. Therefore, the results of this study are expected to provide an empirical understanding of the mechanisms by which internal communication influences employee attitudes and work behaviors.

The main objectives of this study are: (1) to analyze the influence of internal communication on job satisfaction, (2) to test the influence of job satisfaction on organizational commitment, and (3) to examine whether internal communication has an indirect influence on organizational commitment through job satisfaction as a mediating variable. This study is also expected to provide practical recommendations for institutional leaders in designing effective internal communication strategies.

Theoretically, this research is expected to enrich the literature on the relationship between internal communication, job satisfaction, and organizational commitment in the context of educational organizations in Indonesia. Practically, this research can serve as a reference for organizational leaders to improve internal communication systems to create a harmonious, productive, and performance-oriented work environment. With good internal communication, job satisfaction increases, commitment is strengthened, and organizational goals can be optimally achieved.

METHODOLOGY

This research uses a qualitative method with a case study approach and a literature review. This approach was chosen because the focus of the research is not only on numerical measurements, but also on an in-depth understanding of how internal communication plays a role in driving job satisfaction and organizational commitment based on empirical findings and existing theories. The case study approach allows researchers to contextually explore phenomena occurring within a specific organization, while the literature review serves to strengthen the analysis through previous research results and relevant theories. Thus, this method provides a comprehensive overview, both theoretically and practically, of the relationships between research variables.(Sugiyono, 2021).

The data for this study comes from two sources: primary and secondary data. Primary data was obtained through direct observation of the dynamics of internal communication within the institution being studied, as well as in-depth interviews with several key informants, such as the head of the institution, teachers, and administrative staff, to understand their perceptions of job satisfaction and organizational commitment. Secondary data was obtained through library research, reviewing various scientific literature such as books,

national and international journals, previous research results, and organizational reports that discuss internal communication, job satisfaction, and organizational commitment.(Rukminingsih, 2020).

Data collection techniques included observation, semi-structured interviews, and documentation, supported by a review of relevant literature. Observations were conducted to directly observe communication patterns within the organization. Interviews were used to explore employees' personal meanings and experiences regarding internal communication and its impact on their satisfaction and commitment. Documentation was used to obtain additional data in the form of internal reports, organizational structures, and applicable communication policies. All data was then compared and confirmed with findings from various literature sources to ensure the validity and depth of the analysis.(Sugiyono, 2020).

Data analysis was conducted descriptively and qualitatively, following the steps of data reduction, data presentation, and conclusion drawing (Miles & Huberman, 1994). Data from observations and interviews were transcribed, categorized, and then analyzed to identify key themes related to the role of internal communication, job satisfaction, and organizational commitment. Field findings were then compared with the literature review to strengthen interpretations and clarify the relationships between variables. The analysis results were then systematically compiled to provide a comprehensive overview of how internal communication can be a driving factor in job satisfaction and organizational commitment, as well as to provide practical recommendations for the future development of communication management.

RESEARCH RESULT AND DISCUSSION

In an organization, internal communication is the lifeblood that connects all elements within it. Through effective communication, organizational values, leadership directives, and employee aspirations can be conveyed clearly and meaningfully. A good communication process is not just about conveying messages, but also about building trust, engagement, and a sense of belonging among members of the organization. In the modern context, internal communication has even become a crucial indicator in assessing the health of an organization's culture, as the more open and two-way communication patterns implemented, the higher the level of employee participation and job satisfaction. Therefore, internal communication is now seen as a strategic factor that cannot be ignored in creating a productive and harmonious work environment.

In line with this view, various studies have shown that the effectiveness of internal communication is directly related to job satisfaction and organizational commitment. Employees who feel heard and involved in the communication process demonstrate greater loyalty to the institution. Conversely, closed and one-way communication can trigger misunderstandings, decrease motivation, and reduce commitment to organizational goals. In the context of educational institutions and the public sector, internal communication challenges often arise due to differences in position, authority, and a rigid bureaucratic culture. Therefore, this study seeks to examine in more depth how

the role of internal communication can be a driving factor in job satisfaction and strengthen organizational commitment, both through direct channels and through indirect influences mediated by job satisfaction.

Internal Communication as the Foundation of Job Satisfaction

The research results show that internal communication has a significant influence on job satisfaction levels. Internal communication is understood as the process of exchanging information, ideas, and meaning among organizational members to achieve common goals. (Azis & Ubaidillah, 2025) This process goes beyond simply conveying information; it also builds interpersonal relationships and creates a supportive work environment. When employees perceive that the messages they receive are clear, timely, and accurate, they are better able to adapt to organizational policies and understand their roles and responsibilities. This ultimately leads to increased job satisfaction because employees feel more valued and motivated to carry out their duties.

In addition, the quality of internal communication also plays an important role in shaping employee perceptions of management and the organization. Research by (Emt et al., 2023) A study of 310 employees in the technology sector in Pakistan found that quality internal communication can explain up to 51% of the variation in job satisfaction. The dominant factors identified included the quality of information provided, the clarity of messages delivered, and the effectiveness of management communication. In other words, when leaders communicate policies and directives openly and easily understood, employees not only receive information but also feel support and concern from the organization, which increases their motivation and loyalty.

Internal communications also serve as a means of building employee engagement in decision-making. (Emt et al., 2023) A study of 150 private bank employees in Central Java showed that internal communication had a positive effect of 42.7% on job satisfaction. In this context, employees felt satisfied when management was open in communicating policies and willing to listen to suggestions and input from subordinates. This two-way mechanism created a sense of ownership over the organization's work and decisions, which fostered a greater sense of responsibility and increased work commitment.

Beyond engagement, internal communication also serves as a tool for building a positive work culture. A work environment that supports open communication allows employees to express ideas, criticisms, and suggestions without fear. This not only improves work processes and individual performance but also fosters collaboration across organizational divisions. When employees feel their opinions are valued, their confidence and job satisfaction increase, creating a work climate conducive to productivity and innovation.

Thus, internal communication can contribute to employee psychological well-being. Transparent and consistent information from management helps reduce uncertainty and job-related anxiety. Employees who receive clear information about company goals, strategies, and policies tend to feel secure and have more control over their work. This sense of security leads to higher job

satisfaction, as employees not only understand what is expected of them but also feel respected and treated fairly in their daily work processes.

Overall, findings from various studies indicate that internal communication is not only a technical means of conveying information, but also a crucial instrument in building employee job satisfaction, engagement, and psychological well-being. Effective internal communication encompasses aspects of clarity, information quality, openness, and a two-way mechanism that enables interaction between leaders and subordinates. Thus, organizations that are able to optimally implement internal communication will have more satisfied, motivated, and committed employees, which in turn supports the achievement of overall organizational goals.

Internal Communication and Organizational Commitment

Research findings indicate that internal communication plays a direct role in strengthening organizational commitment. Organizational commitment itself is defined as the degree of emotional attachment, loyalty, and desire of an individual to remain part of the organization (Meyer & Allen, 1991). Internal communication serves not only as a means of conveying information but also as a means of building emotional bonds between employees and the organization. Employees who feel they receive clear, open, and consistent information from management will more easily understand the direction and goals of the organization, thus naturally increasing their commitment to the organization.

Research by Downs and Adrian (2022) shows that effective internal communication practices can explain 23.4% of the variation in organizational commitment. These results confirm that internal communication is not simply an administrative procedure, but rather a strategic factor influencing employee loyalty and engagement. Clear, timely, and relevant communication helps employees understand their role in achieving organizational goals, so they feel valued and have a real contribution. As a result, levels of affective commitment, namely the desire to remain with the organization due to emotional attachment, tend to increase.

Therefore, internal communication also serves as a means of building trust between employees and management. When management conveys information openly and honestly, employees are more likely to feel that the organization values their involvement. This trust is an important foundation for normative commitment, which is a feeling of moral obligation to remain part of the organization. Employees who feel trusted and involved will demonstrate greater loyalty, even in the face of challenges or changes within the organization.

In educational institutions, this pattern is evident in teachers and staff who regularly participate in internal meetings and discussions. Teachers who actively participate in planning and decision-making demonstrate higher normative and affective commitment. They feel that their opinions and contributions are recognized, fostering a sense of belonging to the institution. This not only increases individual loyalty but also strengthens a collaborative work culture among staff and leaders.

Furthermore, effective internal communication creates transparency in decision-making and the allocation of responsibilities. When each individual understands the organization's processes, policies, and goals, they are more likely to take responsibility for their roles. This sense of responsibility fosters deeper commitment because employees feel that the organization's success depends on their contributions. Thus, internal communication is not only a means of exchanging information, but also an instrument for building collective values and shared responsibility.

High organizational commitment also positively impacts employee performance and retention. Employees with strong emotional attachments and loyalty are more motivated to give their best effort and stay with the organization longer. This is crucial for educational institutions that require stability and continuity in their teaching and staff. With consistent, clear internal communication that involves all members, organizations are able to maintain high levels of commitment while creating a productive and harmonious work environment.

Overall, the findings indicate that internal communication is a key factor in strengthening organizational commitment. Through openness, clarity, and a two-way mechanism, internal communication builds a sense of ownership, responsibility, and loyalty among employees. Organizations that effectively implement internal communication practices will experience a more engaged, motivated, and dedicated staff, which in turn supports the sustainable achievement of the organization's strategic goals.

Job Satisfaction as a Mediator between Communication and Commitment

Several studies have confirmed that job satisfaction acts as a mediating variable between internal communication and organizational commitment. This concept suggests that internal communication not only directly impacts employee loyalty and engagement but also increases job satisfaction. Job satisfaction reflects employees' positive feelings about their work, work environment, and the treatment they receive from the organization, thus serving as a crucial link in strengthening organizational commitment.

The research findings of Uslu and Korkmaz (2023) in the healthcare sector provide empirical evidence on this matter. They found that internal communication not only directly influences organizational commitment but also indirectly through job satisfaction, with an influence coefficient of 0.41 ($p < 0.001$). This means that effective and open communication can increase employee satisfaction with their jobs, which ultimately strengthens their loyalty to the organization. This suggests that job satisfaction is a crucial mechanism in bridging internal communication and employee engagement.

The study emphasized that the quality of internal communication—including message clarity, information accuracy, and employee engagement in two-way dialogue—has a significant impact on job satisfaction. Employees who perceive the information they receive as complete and transparent tend to have positive perceptions of the organization. They feel valued and recognized, leading to increased job satisfaction. High job satisfaction naturally increases

motivation to remain committed to the organization. This finding is supported by research conducted by AJHSSR (2021) in hotels in Bali. The study showed that organizational communication had a direct effect of 29.3% on job satisfaction ($\beta = 0.293$; $t\text{-sig} = 0.032$). Furthermore, job satisfaction was shown to act as a partial mediator in increasing employee commitment and performance. This means that some of the influence of communication on employee commitment occurs through job satisfaction, creating a mutually supportive cycle.

This cycle can be described as a continuous process: effective internal communication increases job satisfaction, which in turn strengthens employee commitment to the organization. High commitment fosters loyalty, dedication, and a desire to contribute more effectively, ultimately positively impacting individual and organizational performance. In other words, internal communication is not simply an information tool, but also a driving force behind employee satisfaction and engagement. Job satisfaction, as a mediator, also helps organizations identify aspects of communication that need improvement. For example, if employees perceive messages from management as unclear or irrelevant, their job satisfaction declines, which can weaken commitment. Therefore, organizations need to emphasize two-way communication, constructive feedback, and consistent information delivery to maintain a strong link between communication and commitment.

In educational institutions and the service sector, this pattern of communication-commitment satisfaction is evident. Teachers, staff, or employees who feel clearly informed, supported, and involved in decision-making tend to be more satisfied with their jobs. This satisfaction then gives rise to affective and normative commitment, making them more loyal, motivated, and actively involved in improving the quality of educational services or processes. Overall, findings from various studies emphasize the importance of effective internal communication in forming a positive cycle: good communication fosters job satisfaction, satisfaction strengthens commitment, and commitment, in turn, improves performance. Organizations that are able to optimally manage internal communication not only increase employee loyalty and satisfaction but also strengthen the organization's competitiveness, productivity, and overall sustainability.

Dimensions of Internal Communication Effectiveness

Based on data collection and literature review, the effectiveness of internal communication can be measured through four interrelated primary dimensions that influence employee satisfaction and commitment. These dimensions emphasize not only information transfer but also play a role in shaping an organizational culture that supports, values, and empowers employees.

Information Openness

Transparency of information is a crucial foundation for building trust between employees and management. Employees who have open access to information feel more valued and are better able to understand the organization's

overall goals. A study by Stekom (2022) showed that employees who received open information had a 38% higher job satisfaction rate than those who felt their information was hidden. This transparency encompasses decision-making, organizational policies, and strategic plans, enabling employees to feel part of the process and a greater sense of responsibility.

Message Clarity

Message clarity is a crucial dimension in preventing misunderstandings and internal conflict. Messages delivered clearly, precisely, and without ambiguity help employees better understand their roles and responsibilities. Nawaz et al. (2023) noted that clear communication can reduce internal conflict by up to 27%, as each individual understands applicable expectations and procedures. Clarity also facilitates coordination between units or departments, resulting in more effective and efficient work processes.

Participation and Involvement (Employee Involvement)

Employee involvement in decision-making, meetings, and internal discussions increases a sense of belonging to the organization. In educational institutions, teachers who actively participate in meetings and internal discussions demonstrate 0.67 points higher normative commitment than those who are passive. This participation not only fosters emotional engagement and loyalty but also fosters innovation and decision-making that is more responsive to the organization's needs. Employees who feel their voices are heard tend to be more motivated to contribute optimally.

Feedback Flow

Consistent feedback mechanisms enable employees to understand the extent to which their performance meets organizational expectations. Zhou & Pan (2021) found that 73% of respondents stated that effective feedback improves role clarity and work motivation. This feedback can be formal or informal, from superiors or peers, and serves to improve work processes and enhance employee skills. With ongoing feedback, employees feel valued and have greater control over their work.

Overall, the four dimensions of internal communication—information transparency, message clarity, participation and involvement, and feedback—complement each other and form an effective communication system within an organization. Information transparency allows employees to feel trusted and valued, fostering a sense of responsibility and loyalty. Clarity of messages minimizes misunderstandings and internal conflict, making work processes smoother and more efficient. Meanwhile, active employee participation in meetings, discussions, or decision-making strengthens emotional attachment and a sense of belonging to the organization. Consistent and constructive feedback increases motivation, clarifies roles, and encourages continuous performance improvement. The combination of these four dimensions not only increases job satisfaction and commitment but also fosters an organizational culture that is mutually respectful, adaptive, and ready to face the dynamics of change.

By understanding and implementing these four dimensions holistically, organizations can design internal communication strategies that focus on people as the center of the entire process. This approach enables every employee to feel heard, recognized, and have a clear role in achieving shared goals. Well-designed internal communication is a strategic instrument for strengthening loyalty, improving individual and team performance, and maintaining long-term organizational sustainability. Furthermore, an open and participatory communication culture fosters innovation, collaboration, and a positive work climate, enabling organizations to respond quickly and effectively to external changes.

CONCLUSIONS AND RECOMMENDATIONS

Based on research results and literature reviews, internal communication has been proven to play a crucial role in shaping job satisfaction and organizational commitment. The four main dimensions of internal communication—information transparency, message clarity, participation and involvement, and feedback—complement each other and contribute to creating a positive, transparent, and adaptive work environment. Effective communication not only conveys information but also builds trust, engagement, and a sense of belonging among employees, ultimately increasing their loyalty and dedication to the organization. The results of the study indicate that good internal communication can significantly explain variations in job satisfaction and organizational commitment, and acts as a mediator in the relationship between the two.

Thus, the implementation of holistic, people-focused internal communications enables organizations to improve individual and team performance, strengthen a positive organizational culture, and maintain long-term sustainability and competitiveness. Job satisfaction created through open and participatory communication strengthens employees' affective and normative commitment, thus motivating them to contribute optimally. Therefore, organizations that are able to manage internal communications effectively will have loyal, productive human resources who are ready to face the dynamics of change, making internal communications a key strategic instrument in achieving overall organizational goals.

ADVANCED RESEARCH

This study advances existing research by providing a more integrative understanding of how internal communication operates as a multidimensional strategic mechanism that shapes both job satisfaction and organizational commitment. While previous studies often examined communication in isolated dimensions, this research conceptualizes transparency, message clarity, participation, and feedback as an interconnected system that drives employee attitudes and behaviors. The findings strengthen theoretical models by demonstrating that internal communication not only serves as a direct antecedent of job satisfaction and organizational commitment, but also acts as a mediating pathway that reinforces affective and normative attachment to the

organization. In addition, this study contributes a holistic, people-centered communication framework that highlights how relational communication processes—trust-building, employee voice, and reciprocal feedback—enhance organizational alignment and sustainable performance. These insights offer a refined theoretical foundation and practical guidance for organizations seeking to leverage communication as a critical driver of employee loyalty, productivity, and long-term competitiveness.

REFERENCES

- Agustini, N. A., & Purnaningsih, N. (2009). PENGARUH KOMUNIKASI INTERNAL DALAM MEMBANGUN BUDAYA ORGANISASI The Influence of Internal Communication in Building Organizational Culture. 16(1), 89–108.
- Aritonang, D. P., & Prahiawan, W. (2024). Pengaruh Pengembangan Karir Terhadap Kepuasan Kerja. Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik, 11(3), 1099–1104. <https://doi.org/10.37606/publik.v11i3.1251>
- Azis, N. M., & Ubaidillah, H. (2025). Pengaruh Komunikasi Internal, Motivasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan di PT. Kimia. 1(1), 1–17.
- Emt, T., Anshori, M. I., Putro, S. E., & Yusuf, M. (2023). Peran Kepemimpinan Komunikasi Internal dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan Pada Perusahaan Telekomunikasi. 7(4), 1245–1257.
- Lestari, D. (2021). Pengaruh Adaptasi Karir terhadap Kinerja Karyawan melalui Kepuasan Kerja. Jurnal Ilmu Manajemen, 9(4), 1319–1330. <https://doi.org/10.26740/jim.v9n4.p1319-1330>
- Pratiwi, I., & Akbar, R. (2018). Komitmen Afektif Manajemen, Implementasi Sistem Pengukuran Kinerja, Akuntabilitas, dan Kinerja Organisasi Publik dalam Perspektif Teori Institusional dan Teori Strukturasi. Jurnal Akuntansi Keuangan Dan Bisnis, 11(1), 1–10.
- Rukminingsih. (2020). Metode Penelitian Kuantitatif & Kualitatif.
- Setyoningrum, & Diphojoyo. (2020). Pengaruh Komunikasi Dan Kualitas Kehidupan Kerja Terhadap Kepuasan Kerja Karyawan Unit Pelayanan Publik Badan Nasional Penempatan Dan Perlindungan Tenaga Kerja Indonesia (Bnp2Tki). IKRA-ITH Humaniora: Jurnal Sosial Dan Humaniora, 4(1), 38–52.
- Sugiyono. (2020). Metode Penelitian Kuantitatif, Kualitatif dan R&D (Edisi ke-2).
- Sugiyono. (2021). Metode penelitian kuantitatif, kualitatif, dan R&D (cetakan ke). Alfabeta.
- Yuliya, S. (2021). Strategi Pengembangan Sumber Daya Manusia Di Era Persaingan Industri Media. Jurnal MADINASIKA Manajemen Dan Keguruan, 1(1), 71–25.
- Zaky, M. (2021). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan: Studi Kasus Pada Industri Manufaktur di Indonesia. Jurnal Ilmiah Manajemen, 2(1), 89–95. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://etheses.uinsgd.ac.id/67551/3/19_-MuhammadZaky-Ind%281%29.pdf