

Analysis the Effect of Job Security and Collaborative Culture on Lecturer Performance at Widya Dharma University Pontianak, with Mediation Job Satisfaction

Bruno Lendimanto¹; Sunardi Ginting^{2,*}

^{1,2}Department of Management, Faculty of Economic and Business

^{1,2}Universitas Widya Dharma Pontianak

Jl. Hos Cokroaminoto No.445, Darat Sekip, Kec. Pontianak Kota, Pontianak, West Kalimantan, Indonesia, 78243

*gintingsunardi@gmail.com

**Corresponding Author*

Abstract— The objective of this study, conducted at Widya Dharma University Pontianak, is to examine the impact of job security and collaborative culture on lecturer performance, with job satisfaction as a mediating variable. A quantitative research design was employed, with 57 active lecturers participating in this study through the administration of questionnaires. The data were analyzed using the WarpPLS 8.0 analysis tool. The results indicated that job security exerts a positive yet insignificant influence on lecturer performance. The results demonstrated that both collaborative culture and job satisfaction have a positive and significant influence on lecturer performance. Furthermore, the data revealed that job security and collaborative culture have a positive and significant impact on job satisfaction. Additionally, the findings indicated that job satisfaction acts as a mediator between job security and collaborative culture on lecturer performance at Widya Dharma University Pontianak. The insights gained from this study offer valuable insights into the factors that influence lecturer performance and have implications for policy development at the university.

Keywords—Job Security; Collaborative Culture; Job Satisfaction; Lecturers Performance

I. INTRODUCTION

The role of the lecturer in enhancing the quality of a university is of paramount importance. The responsibilities of lecturers extend beyond the domains of teaching and student guidance. In addition to their teaching and guidance responsibilities, lecturers are also tasked with curriculum development and community service. Consequently, the performance of lecturers is a significant factor in the advancement of education and the growth of the surrounding community [1]. As evidenced by research, several factors have been identified as influencing lecturer performance. These include: Job security [2] and collaborative culture [3] have been identified as key factors influencing lecturer performance. Furthermore, lecturer performance can be determined by the level of job satisfaction with work [4]. While this research is centered on the variables of job security, collaborative culture, and job satisfaction that can affect lecturer performance, it does not exclude the possibility that lecturer performance may also be influenced by other variables [5].

Job satisfaction can be defined as an emotional attitude that is perceived as pleasant and indicative of a positive attachment to one's [6]. The achievement of job satisfaction is contingent upon the presence of job security [7] and a culture that fosters collaboration between lecturers [8]. Individuals may exhibit disparate levels of satisfaction contingent on their assessment of the work they have performed [9]. Generally speaking, lecturers who are happy with their jobs and responsibilities have a strong work ethic. It is therefore important for leaders to create supportive conditions so that each individual has a sense of satisfaction with their work.

Job security is defined as an individual's level of confidence regarding their continued employment in the future [10]. In the absence of job security, an individual may experience job insecurity [11]. Job insecurity has been linked to a sense of dissatisfaction with work, which can ultimately lead to a decline in performance.

A collaborative culture is a work culture in which the members of a given organization are able to share knowledge and work together in order to increase the overall efficiency and performance of the

organization [12]. Furthermore, a collaborative culture can enhance the sense of trust and involvement in the organization. Individuals who perceive that they are cared for, listened to, and valued tend to exhibit greater motivation to make optimal contributions at work and demonstrate increased organizational loyalty [13].

The effect of job security and Collaboration culture as a mediator factor between job satisfaction and performance has been the subject of research conducted by numerous researchers in a variety of fields, with diverse research objects and differing research methods. Despite the prevalence of studies examining the relationship between job security and collaborative culture, few have specifically addressed the interplay between these variables in the context of performance.

In light of the aforementioned explanation, a conceptual research model can be formulated as follows:

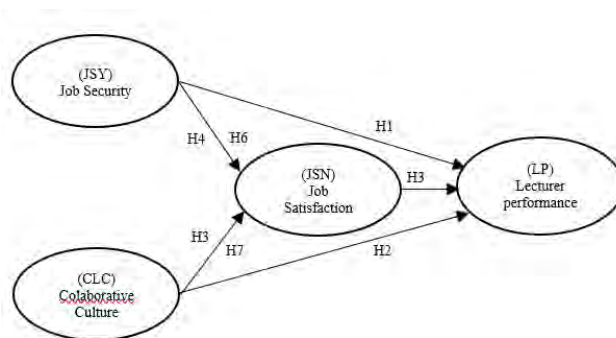


Figure 1. Conceptual Model

In light of the aforementioned conceptual research model, the following research hypothesis can be posited:

- H1: Lecturer Performance is positively and significantly impacted by Job Security.
- H2: Lecturer performance is positively and significantly impacted by a Collaborative Culture.
- H3: Lecturer Performance is positively and significantly impacted by Job Satisfaction.
- H4: Job Satisfaction is positively and significantly impacted by Job Security.
- H5: Job Satisfaction is positively and significantly impacted by a Collaborative Culture.
- H6: The association between Job Security and Lecturer Performance is significantly mediated by job satisfaction.
- H7: The association between Lecturer Performance and Collaborative Culture is significantly mediated by Job Satisfaction.

II. RESEARCH METHODS

The current study was carried out on working lecturers at Pontianak's Widya Dharma University. The purposive sampling technique was used to identify the research sample, and lecturers who have worked for more than a year were the inclusion criteria. A strategy used to choose a subset of people from a wider group based on predetermined criteria is called purposeful sampling [14]. The study sample consisted of 57 active lecturers.

The research problems are based on the context of the research, which pertains to job security, collaborative culture, and job satisfaction as they relate to lecturer performance at Widya Dharma University in Pontianak. The data in this study are quantitative in nature. The data analysis is based on the philosophy of statistical positivism, with the objective of testing the hypothesis that has been set forth [15]. In this study, data were collected via a questionnaire. The determination of the value of the questionnaire is based on a Likert scale, which can be measured as follows: A questionnaire was used to collect data for this investigation. A Likert scale is used to determine the questionnaire's value, and it can be measured in the following ways: a). Disagree Strongly (SD) = 1 b). Disagree (D) = 2 c. N = 3 (neutral) d). Agree (A) = 4 e). Strongly Agree (SA) = 5. Using the WarpPLS 8.0 analytic tool, the acquired data were examined using the Partial Least Square (PLS) approach [16]. PLS is a structural equation modeling (SEM) equation model that is component-based.

The PLS method is employed because it is capable of describing latent variables (those not directly measured) and utilizing indicators [17]. Davy, Kinchi, and Scheck,[18] define job security as an individual's expectations regarding the continuity of their work situation. This variable is measured using three indicators, namely: The three indicators utilized to assess job security are future career prospects, promotion opportunities, and general job security. A collaborative culture is defined as a culture in which individuals work together actively, share knowledge, appreciate differences, and support each other in order to achieve common goals [19]. This variable is measured using four indicators, namely: In this context, the variables of teamwork, trust, empowerment, and diversity are of particular interest. Job satisfaction is defined as an emotional state of contentment and positive affect associated with one's occupation. This attitude is reflected in the level of work morale [20]. This variable is measured using five indicators, namely: liking work, loving work, work morale, discipline, and work performance [21]. In alignment with the theoretical framework put forth by Robbins [22] performance can be defined as an optimal level of achievement that aligns with an employee's potential. This variable is measured using five indicators, namely: The aforementioned variables can be further delineated as follows: quality, quantity, punctuality, effectiveness, and independence.

III. RESULT AND DISCUSSION

The results of the panel data processing of 57 active lecturers at Widya Dharma University in Pontianak are presented below:

A. Outer Model

1) Outer Loading atau Loading

Table 1. Combined loadings and Cross-Loading

	JSY	CLC	JSN	LP	Type (as defined)	SE	P value
JSY1.1	(0.695)	0.398	0.065	-0.246	Reflect	0.105	<0.001
JSY2.1	(0.719)	0.108	0.215	-0.249	Reflect	0.104	<0.001
JSY3.1	(0.787)	-0.046	-0.121	0.112	Reflect	0.101	<0.001
JSY3.2	(0.814)	-0.202	-0.091	0.336	Reflect	0.100	<0.001
JSY3.3	(0.806)	-0.190	-0.039	-0.015	Reflect	0.100	<0.001
CLC1.1	0.169	(0.721)	-0.252	0.050	Reflect	0.104	<0.001
CLC1.2	0.009	(0.739)	-0.129	0.173	Reflect	0.103	<0.001
CLC2.1	-0.263	(0.639)	-0.275	0.418	Reflect	0.107	<0.001
CLC3.1	0.072	(0.739)	0.368	-0.201	Reflect	0.103	<0.001
CLC4.1	-0.020	(0.705)	0.256	-0.400	Reflect	0.104	<0.001
JSN1.1	0.040	0.356	(0.823)	-0.352	Reflect	0.100	<0.001
JSN1.2	0.133	-0.034	(0.831)	0.004	Reflect	0.099	<0.001
JSN2.1	0.233	-0.320	(0.643)	0.292	Reflect	0.107	<0.001
JSN2.2	-0.410	0.097	(0.747)	-0.090	Reflect	0.103	<0.001
JSN3.1	-0.084	0.003	(0.855)	-0.112	Reflect	0.099	<0.001
JSN3.2	0.241	-0.130	(0.721)	0.272	Reflect	0.104	<0.001
JSN4.1	-0.308	0.175	(0.732)	-0.061	Reflect	0.103	<0.001
JSN5.1	0.179	-0.223	(0.760)	0.145	Reflect	0.102	<0.001
LP1.1	-0.181	0.237	0.128	(0.727)	Reflect	0.103	<0.001
LP1.2	-0.256	-0.134	0.363	(0.620)	Reflect	0.107	<0.001
LP2.1	-0.170	0.049	0.085	(0.791)	Reflect	0.101	<0.001
LP2.2	-0.294	-0.260	-0.102	(0.646)	Reflect	0.106	<0.001
LP3.1	0.234	0.321	-0.282	(0.756)	Reflect	0.102	<0.001
LP4.1	0.238	-0.022	0.179	(0.763)	Reflect	0.102	<0.001
LP5.1	0.077	-0.145	-0.125	(0.838)	Reflect	0.099	<0.001
LP5.2	0.230	-0.076	-0.166	(0.833)	Reflect	0.099	<0.001

Table 1 illustrates that the JSY (Job Security) variable comprises 5 items from 3 indicators, a reduction from the 9 items from 3 indicators previously included. However, only 5 items meet the validation

criteria of 0.40 or above. Similarly, the CLC (Collaborative Culture) variable, which was originally comprised of 12 items across four indicators, only 5 items met the requisite validation criteria. The JSN (Job Satisfaction) variable, which was originally composed of 15 items across 5 indicators, only 8 items met the validation criteria. Finally, the LP (Lecturer Performance) variable, which was originally comprised of 15 items across 5 indicators, only 8 items met the validation criteria. All items met the minimum validation criteria of 0.40 [23]

2) *Average Variance Extracted (AVE)*

Table 2. Average Variance Extracted (AVE)

JSY	CLC	JSN	LP
0.586	0.503	0.588	0.563

As evidenced in Table 2, the Average Variance Extracted value (AVE) of each variable exceeds 0.50 [24], indicating that each variable is capable of effectively explaining the variance of its respective indicators.

3) *Composite Reliability*

Table 3. Composite Reliability

JSY	CLC	JSN	LP
0.876	0.835	0.919	0.911

As evidenced in Table 3, the composite reliability value of each variable exceeds 0.70 [23], indicating that all indicators possess satisfactory reliability with respect to their underlying latent variables.

4) *Validasi Diskriminan*

a) *Cross-Loading*

Table 4. Cross-Loading

	JSY	CLC	JSN	LP
JSY1.1	(0.695)	0.404	0.501	0.406
JSY2.1	(0.719)	0.182	0.448	0.326
JSY3.1	(0.787)	0.180	0.400	0.351
JSY3.2	(0.814)	0.209	0.489	0.472
JSY3.3	(0.806)	0.030	0.378	0.248
CLC1.1	0.249	(0.721)	0.345	0.485
CLC1.2	0.207	(0.739)	0.403	0.536
CLC2.1	-0.048	(0.639)	0.227	0.429
CLC3.1	0.333	(0.739)	0.578	0.528
CLC4.1	0.132	(0.705)	0.398	0.385
JSN1.1	0.453	0.560	(0.823)	0.576
JSN1.2	0.561	0.439	(0.831)	0.615
JSN2.1	0.535	0.237	(0.643)	0.536
JSN2.2	0.200	0.479	(0.747)	0.515
JSN3.1	0.437	0.457	(0.855)	0.584
JSN3.2	0.559	0.381	(0.721)	0.596
JSN4.1	0.231	0.508	(0.732)	0.558
JSN5.1	0.564	0.319	(0.760)	0.572
LP1.1	0.239	0.577	0.536	(0.727)
LP1.2	0.210	0.409	0.533	(0.620)
LP2.1	0.286	0.565	0.572	(0.791)
LP2.2	0.120	0.360	0.392	(0.646)
LP3.1	0.431	0.627	0.527	(0.756)
LP4.1	0.530	0.495	0.673	(0.763)
LP5.1	0.429	0.479	0.598	(0.838)
LP5.2	0.503	0.485	0.600	(0.833)

As evidenced in Table 4, for each latent variable, the loading value of the indicator is higher than the loading value of the other hidden variables. This suggests that the indicator effectively measures the latent variable in question.

b) Fornel-Larcker

Table 5. Fornel-Larcker

	JSY	CLC	JSN	LP
JSY	(0.766)	0.255	0.576	0.470
CLC	0.255	(0.709)	0.556	0.668
JSN	0.576	0.556	(0.767)	0.741
LP	0.470	0.668	0.741	(0.750)

As illustrated in Table 5, each latent variable has an AVE square root value that is greater than the coefficient relating it to other latent variables. This evidence supports the assertion that the statement items possess good discriminant validity.

B. Inner Model

1) Direct Effect

Table 6. Direct Effect

No	Predictor Variable	Response Variable	Path Coefficient	P-value	Description
1.	Job Security	Lecturer Performance	0.104	0.214	Insignificant
2.	Collaborative Culture	Lecturer Performance	0.331	0.004	Significant
3.	Job Satisfaction	Lecturer Performance	0.522	<0.001	Significant
4.	Job Security	Job Satisfaction	0.454	<0.001	Significant
5.	Collaborative Culture	Job Satisfaction	0.485	<0.001	Significant

As illustrated in Table 6:

- The path coefficient value of job security on lecturer performance is 0.104, which is positive with a P-value of 0.214. This value is greater than 0.05, indicating that the effect is not statistically significant. Therefore, it can be concluded that job security has a positive but insignificant effect on lecturer performance.
- The path coefficient value of collaborative culture on lecturer performance is 0.331, which is positive with a P-value of 0.004, indicating that the effect is significant at the 0.05 level. It can thus be concluded that collaborative culture has a positive and significant effect on lecturer performance. (hypotheses accepted).
- The value of the path coefficients for job satisfaction on lecturer performance is 0.522, which is positive with a P-value of less than 0.001, indicating a significance level of less than 0.05. It can thus be concluded that job satisfaction has a positive and significant effect on lecturer performance. (hypotheses accepted).
- The value of the path coefficients for job security on lecturer performance is 0.454, which is positive with a P-value less than 0.001. This result indicates that the effect of job satisfaction on job satisfaction is significant at the 0.05 level. (hypotheses accepted).
- The value of the path coefficients for collaborative culture on lecturer performance is 0.485, which is positive with a P-value less than 0.001, indicating a significance level of less than 0.05. It can thus be concluded that collaborative culture has a positive and significant effect on job satisfaction. (hypotheses accepted).

2) *Indirect Effect*

Table 7. Indirect Effect

No	Predictor Variable	Mediation	Response Variable	Path Coefficient	P-value	Description
1.	Job Security	Job Satisfaction	Lecturer Performance	0.237	0.004	Significant
2.	Collaborative Culture	Job Satisfaction	Lecturer Performance	0.253	0.003	Significant

This can be seen in table 7:

- It is known that the indirect effect between job security and lecturer performance, through job satisfaction, is 0.237 with a P-value of 0.004 already <0.05 , it can be concluded that job satisfaction significantly mediates the relationship between job security and lecturer performance. (hypotheses accepted).
- It is known that the indirect effect between job security and lecturer performance, through job satisfaction, is 0.252 with a P value of 0.003 already <0.05 , it can be concluded that job satisfaction significantly mediates the relationship between job security and lecturer performance. (hypotheses accepted).

3) *R-squared Contributions*

Table 8. R-squared Contributions

	JSY	CLC	JSN	LP
R-squared			0.560	0.675

This can be seen in Table 8:

- Based on the R-squared value of 0.560, it can be concluded that the variables JSY (Job Security) and CLC (Collaborative Culture) explain 56% of the variance in the variable JSN (Job Satisfaction) and other variables outside this study explain the rest.
- Based on the R-squared value of 0.675, it can be concluded that the variables JSY (Job Security), CLC (Collaborative Culture), and JSN (Job Satisfaction) explain 67.5% of the variance in the variable LP (Lecturer Performance), and other variables outside this study explain the rest.

C. *Overall Test of Model Fit*

Table 9. Overall Test of Model Fit

Model Fit and quality indices	Fit Criteria	Value
Average path coefficient (APC)	P-value <0.05	0.379, P <0.001
Average R-squared (ARS)	P-value <0.05	0.617, P <0.001
Average adjusted R-squared (AARS)	P-value <0.05	0.599, P <0.001
Average block VIF (AVIF)	Acceptable if ≤ 5 , ideally ≤ 3.3	1.372
Average full collinearity VIF (AFVIF)	Acceptable if ≤ 5 , ideally ≤ 3.3	2.240
Tenenhaus GoF (GoF)	Small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	0.588
Simpson's paradox ratio (SPR)	Acceptable if ≥ 0.7 , ideally = 1	1.000
R-squared contribution ratio (RSCR)	Acceptable if ≥ 0.9 , ideally = 1	1.000
Statistical suppression ratio (SSR)	Acceptable if ≥ 0.7	1.000
Nonlinear bivariate causality direction ratio (NLBCDR)	Acceptable if ≥ 0.7	1.000

Based on table 9. it can be concluded the indicators:

- The APC value is 0.379, with a P-value < 0.001, indicating that the model fit criterion is satisfied.
- The ARS value is 0.617, with a P-value < 0.001, meaning that the model fit criterion has been met.
- The AARS value is 0.559, with a P-value < 0.001, indicating that the model fit criterion has also been satisfied.
- The AVIF value is 1.372 (≤ 5), which means the model fit criterion is fulfilled.
- The AFVIF value is 2.240 (≤ 5), which means the model fit criterion is fulfilled.
- The GoF value is 0.588 (≥ 0.36), indicating that the model fit is classified as large (strong).
- The Simpson's paradox ratio value is 1. (> 0.7), which means the model fit criterion is fulfilled.
- The R-squared contribution value is 1. (> 0.9), which means the model fit criterion is fulfilled.
- The Statistical suppression value is 1. (> 0.7), which means the model fit criterion is fulfilled.
- The Nonlinear bivariate causality direction ratio value is 1. (> 0.7), which means the model fit criterion is fulfilled.

IV. CONCLUSION

This study looked at how Widya Dharma University Pontianak lecturers performed in terms of job security and collaborative culture, with a focus on job satisfaction as a mediating factor. The findings show that lecturers' performance is positively but not significantly impacted by their employment stability. On the other hand, a collaborative culture and job satisfaction significantly and favourably impact professor performance. Additionally, there is a good and substantial correlation between job security and job satisfaction, as well as a positive and significant relationship between collaborative culture and job satisfaction. Interestingly, it has been demonstrated that both the association between collaborative culture and lecturer performance and the relationship between job security and job satisfaction are highly mediated by job satisfaction.

The study's conclusions show that, albeit not statistically significant, there is a need to enhance the performance of lecturers at Widya Dharma University Pontianak, this can be achieved by providing them with job security in the form of career development opportunities. Faculty members who are supported in their career development, such as being facilitated in academic promotion and provided with opportunities for professional development, tend to demonstrate enhanced performance. Lecturer performance and job security are mediated by job satisfaction. Those who are supported in their career development tend to exhibit a sense of job satisfaction. A collaborative culture also plays a role in enhancing lecturer performance, as evidenced by open and transparent communication. A positive organizational culture encourages members to share information and ideas freely and openly. With a collaborative culture, the university becomes an optimal environment for learning, working, and professional growth, which in turn leads to greater job satisfaction and improved performance.

V. REFERENCES

- [1] N. Nyoto, “Eksplorasi Kinerja Dosen Melalui Tri Dharma Perguruan Tinggi,” *Procuratio: Jurnal Ilmiah Manajemen*, vol. 9, no. 4, pp. 428–438, 2021, doi: 10.35145/procuratio.v9i4.1792.
- [2] M. O. OFRE and H. A. ANDOW, “Effect of Job Security on Employee Performance in Berger Construction Company in Nigeria,” *Effect of Job Security on Employee Performance in Berger Construction Company in Nigeria*, vol. 116, no. 1, p. 13, 2023.
- [3] M. T. Fadhlurrohman and Z. Wardhany, “Pengaruh Budaya Kolaboratif Dan Lingkungan Kerja Yang Kondusif Terhadap Kinerja Karyawan IT Di Organisasi BRIN,” *Jurnal Manajemen Bisnis Era Digital*, vol. 1, no. 2, pp. 204–216, 2017, doi: 10.61132/jumabedi.v1i2.116.
- [4] A. Thangaswamy and D. Thiyagaraj, “Theoretical concept of job satisfaction-a study,” *International Journal of Research*, vol. 5, no. 6, pp. 464–470, 2024.
- [5] Y. Kasmawati, “Human capital dan kinerja karyawan (suatu tinjauan teoritis,” *JABE (Journal of Applied Business and Economic)*, vol. 3, no. 4, pp. 265–280, 2017.
- [6] R. Fitriantini, A. Agusdin, and S. Nurmawati, “Pengaruh Beban Kerja, Kepuasan Kerja Dan Stres Kerja Terhadap Turnover Intention Tenaga Kesehatan Berstatus Kontrak Di RSUD Kota Mataram,” *Jurnal Distribusi*, vol. 8, no. 1, pp. 23–38, 2019.

- [7] I. N. A. Setiawan and M. S. Putra, “Job Insecurity Terhadap Kepuasan Kerja Dan Turnover Intention Pada Karyawan Legian Village Hotel,” *E-Jurnal Manajemen Universitas Udayana*, vol. 5, no. 8, p. 252971, 2016.
- [8] F. , F. D. , N. S. , & K. N. K. K. Kurniawan, “ANALISIS BUDAYA KERJA TERHADAP KEPUASAN KERJA KARYAWAN STUDI KASUS PT. INDOBISMAR.,” *Jurnal Multidisiplin Inovatif*, vol. 9, no. 4, 2024.
- [9] H. Humairoh and W. Wardoyo, “Analisis Pengaruh Budaya Organisasi Terhadap Employee Engagement Dengan Kepuasan Kerja Sebagai Variabel Intervening,” *Ultima Management: Jurnal Ilmu Manajemen*, vol. 9, no. 1, pp. 1–21, 2014, doi: 10.31937/manajemen.v9i1.594.
- [10] G. Dessler, *Human Resource Management*. New Jersey: Pearson, 2016.
- [11] S. Nurwidiawati and M. Rahayu, “PENGARUH JOB INSECURITY DAN BUDAYA KERJA TERHADAP KINERJA KARYAWAN PT,” *MASA KINI MANDIRI (LAMPUNG POST) BANDAR LAMPUNG DENGAN KEPUASAN KERJA SEBAGAI MODERASI*. *Jurnal Intelek Dan Cendekiawan Nusantara*, vol. 1, no. 1, pp. 347–354, 2024.
- [12] A. Royani, M. Bakri, and S. Ikhbar, “Pengaruh Budaya Kolaboratif, Berbagi Pengetahuan Dan Kepemimpinan Kreatif Transformasional Terhadap Kinerja Aparatur Sipil Negara Pada Dinas Pemuda Dan Olahraga Aceh,” *KARYA ILMIAH MAHASISWA FAKULTAS EKONOMI (KIMFE)*, vol. 2, no. 4, pp. 974–982, 2023.
- [13] E. H. Schein and P. Schein, *Organizational culture and leadership*. 2017. [Online]. Available: <https://katalog.ub.uni-heidelberg.de/titel/68078304>
- [14] S. Sugiyono, *Metode penelitian kuantitatif, kualitatif, R&D*. Bandung: Alfabeta, 2016.
- [15] P. Suliyanto and P. MM, *Metode Penelitian Bisnis untuk Skripsi (Doctoral dissertation, Tesis & Disertasi)*. Yogyakarta: Andi Publisher, 2018.
- [16] H. Latan and I. Ghozali, *Partial Least Squares Konsep, Metode dan Aplikasi Menggunakan Program WarpPLS 5.0 (Third*. Universitas Diponegoro, 2017.
- [17] I. Ghozali, *Aplikasi analisis multivariete dengan program IBM SPSS 23*. 2016.
- [18] J. A. Davy, A. J. Kinchi, and C. L. Scheck, “A Test of Job Security’s Direct and Mediated Effect on Withdrawal Cognition,” *Journal of Organizational*, 1997.
- [19] F. Ahmed, K. Shahzad, H. Aslam, S. U. Bajwa, and R. Bahoo, “The role of collaborative culture in knowledge sharing and creativity among employees,” *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, vol. 10, no. 2, pp. 335–358, 2016.
- [20] M. S. P. Hasibuan, *Manajemen Sumber Daya Manusia. Edisi Revisi Jakarta: Bumi Aksara*. Jakarta: Bumi Aksara, 2011.
- [21] M. S. Hasibuan, *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara, 2014.
- [22] S. Robbins, *Perilaku Organisasi*. Prentice Hall, edisi kesepuluh, 2006.
- [23] Agus Wibowo, *organizational behavior*, 1st ed. 2023.
- [24] B. L. Seaward, *Managing Stress: Principles and Strategies for Health and Well-Being*, 9th Edition, ". Jones & Bartlett Learning, 2019.