

# The Influence of Communication and Work Conflict on Employee Performance at The Secretariat of DPRD North Sumatra

Ayu Intan Pratiwi\*, Nuri Aslami, & Rahmat Daim Harahap

Universitas Islam Negeri Sumatera Utara, Medan, North Sumatera, Indonesia

---

## Abstract

The smooth operation and success of the company's vision, mission and goals depend heavily on continuous and well-established communication within the organization. This includes communication from superior to subordinate, from subordinate to superior and communication between colleagues. However, due to the ability of subordinates, communication becomes an inhibiting factor in the delivery of messages conveyed or sent by subordinates to superiors. The purpose of this study was to determine and analyze the effect of communication and work conflict on employee performance at the North Sumatra DPRD Secretariat. This research is a type of association research. This research was conducted at the DPRD Secretariat of North Sumatra. The method used in this research is descriptive statistical method with a quantitative approach, the sampling technique used in this research is a questionnaire. Based on the information the author received from the Administrative Section of the North Sumatra DPRD Secretariat, the number of employees in the property reaches 50 employees. Data collection techniques using data instrument tests, knowledge needs tests, and statistical tests. The results of this study indicate that communication and work conflict simultaneously affect the performance of employees at the DPRD Secretariat of North Sumatra. Partially, communication and work conflict have a significant and positive effect on employee performance at the North Sumatra DPRD Secretariat.

*Keywords:* Communication, Work Conflict, Employee Performance.

---

Received: 28 June 2023

Revised: 23 September 2023

Accepted: 3 October 2023

## 1. Introduction

The DPRD's performance has been in the public spotlight. An excellent starting point is the willingness of DPRD members to defend the public interest amidst the dynamics of the global economy. However, all of this must be done tastefully without instilling fear in people about the present future. The hope for a more advanced democracy will not materialize without good political dialogue between DPRD members and the people who elect them.

Employee performance is defined as the implementation of tasks that require employees to carry out their duties in accordance with the organization's work program to show the level of achievement and progress of the set organizational goals. Businesses must mobilize and monitor their employees so that they can fully develop all their capabilities. Both private and public sector organizations place a high value on the role of human resources. Human resources in question are those who contribute initiatives, thoughts, talents, innovations, and efforts to carry out business operations (Abdullah, 2012)..

The smooth operation and success of the company's vision, mission and goals depend heavily on continuous and well-established communication within the organization. This includes communication from superior to subordinate, from subordinate to superior and communication between colleagues. However, due to the ability of subordinates, communication becomes an inhibiting factor in the delivery of messages conveyed or sent by subordinates to superiors. Work conflict problems that often arise in the daily operational tasks of employees. Lack of cooperation between employees and personal problems outside of work are two examples of workplace conflicts that may

---

\* Corresponding author.

*E-mail address:* ayuintanp015@gmail.com

develop. In other words, while their relationship is often quite good, co-workers don't always get along well at work. However, some employees experience unfavorable work conflicts (Wibowo, 2016).

The work conflict above is caused by differences in goals between co-workers, such as wanting to be placed in a field that is considered better, or requests from certain groups and this can cause a feeling of loss to those who cannot get in that field of work. This can arise from misunderstandings between officials in certain areas, or from overlapping directives or regulations from other areas, because each employee can have several members of parliament or their immediate supervisor as employees. This creates job stress when employees are impatient or unable to adapt their work in a meaningful way, so not everyone feels inferior (Mangkunegara, 2014).

Communication is a basic human activity. Communication enables people to connect with each other and in everyday life at home, at work, in society or wherever people may be. There are no people who do not participate in communication. Communication plays a very important role in human life, both individually and in groups and organizations. Quality communication is effective communication. The question is how to properly convey media messages in media interactions and what effect they have on the recipient of the message (the media) (Nafarin, 2017)..

Communication is a very basic and vital social process in human life. It is said to be fundamental because every human society, both primitive and modern, wishes to maintain an agreement regarding various social rules through communication. It is said to be vital because each individual has the ability to communicate with other individuals thereby increasing the individual's chances of surviving (Rachmat, 2015).

In organizational communication, information flow is a complex or complicated process, because it involves all parts of the organization. Information flows not only from above, but also from below and also between colleagues. Good cooperation between members requires good relations and communication between members of the organization. Organizations cannot exist without communication. Good work coordination is impossible without communication.

The operational activities of the North Sumatra DPRD Secretariat certainly require a budget. Every year the North Sumatra DPRD Secretariat conducts budget planning. However, this needs to be communicated in advance so that the proposed budget can be agreed upon. Therefore, good communication must always be carried out so that the determination of the budget can be carried out in accordance with the time.

Budgeting shows a process starting from the preparatory stage needed before the start of the preparation of the plan, collecting various necessary data and information, dividing planning tasks, preparing the plan itself, implementing the plan, until finally the monitoring and evaluation stage of the results of the plan. The results of budgeting (Budgeting) is a budget (Budget)

(Nafarin, 2017) states, "A budget is a written plan regarding the activities of an organization which is expressed quantitatively for a certain period of time and is generally expressed in units of money." Budget management is the planning of all company activities which include various operational activities that are interrelated and influence each other as a guideline for achieving company goals and objectives. The budget itself is a periodic financial plan that is prepared based on an approved program. A budget is a written plan regarding the activities of an organization which is stated quantitatively and generally expressed in terms of money for a certain period of time. Budget is a management tool in achieving goals.

Communication is closely related to budget management because good communication will improve budget management so that DPRD performance will increase. This is due to the fact that good budget management requires good communication as well.

Conflict is a social phenomenon that often occurs in society. In essence, humans are social beings with different goals and interests whose differences sometimes lead to conflict or conflict. Conflict is defined as a condition caused by the existence of conflicting forces. Conflict is a social phenomenon that is inherent in human life and therefore cannot be eliminated, as a social phenomenon in the life of every society disappeared with the disappearance of society itself. Conflict is a conflict directly and consciously between individuals or groups to achieve a common goal. When creating a common goal, the opposite party in conflict must be eliminated first. In conflict situations, due to strong hostilities, eliminating opponents is often more important than achieving goals.

Conflicts can arise in any society and social structure. This is because the needs of individuals or groups are sometimes conflicting. Conflicts about ideals, values or interests are only functional if they do not conflict with basic

assumptions about social relations. Such conflicts can change social norms and relationships. Such conflicts can adjust the norms and power relations within a given group according to the individual needs of that group.

The North Sumatra DPRD office is one of the government agencies that helps the activities of North Sumatra DPRD members not generate profits. The main task is the most basic task of a job or organization. Main tasks provide an overview of the scope or complexity of the task or organization. The mission of the North Sumatra Regional People's Legislative Assembly Office is to carry out government tasks in certain areas to achieve national development goals. Another definition says that a function is a group of functions that belong to the same type due to their nature or implementation. An organization carries out activities - activities to complete a main task. The main tasks and functions (tupoksi) are the main goals set by the organization or the work that is achieved and carried out.

In every government organization, the main tasks and functions are an integral part of the existence of the organization. Determination of the main tasks and functions of the organizational unit becomes the legal basis for the business activities of the organizational unit and guidelines for implementing and coordinating tasks at the application level in the field.

Based on the author's observations at the North Sumatra DPRD Office where the author sees several things, namely where the low performance of employees at work can be seen from the inability of employees to complete their work on time, this is due to a lack of harmony between workers, especially between divisions where misunderstandings between employees often occur workplace.

In addition, there is a phenomenon that occurs, namely the communication between DPRD members is less intense. For example, sometimes communication runs smoothly, but sometimes it is sluggish or intermittent. This makes the achievement of DPRD is not achieved optimally. Without good communication, it is difficult to achieve the expected goals together.

Based on the results of observations and interviews with the author at the North Sumatra DPRD Secretariat, there is still tension between workers caused by several basic factors such as limited work facilities and differences in employee goals in viewing the work given by the leadership. Key indicators of organizational success can be seen from the work performance of its people, as well as individual and group performance.

**Table 1.** Employee Performance Achievement

Tahun	Pencapaian Target Kerja
2018	81%
2019	83%
2020	87%
2021	86%
2022	85%

Source: North Sumatra DPRD Secretariat

Based on the data in the table above, information is obtained about the performance of the North Sumatra DPRD Secretariat employees in the last five years, with an average work target of more than 80% or good, but targets achieved and not achieved fluctuate very much each year. Meanwhile, the problem in this field related to employee performance is the amount of work that must be done by employees, where employees often find it difficult to do the work given because the amount of work given exceeds the limit. Based on observations and interviews conducted by the author at the North Sumatra DPRD Secretariat, it shows that problems in the field of communication often occur in the field related to communication between colleagues because of the different meanings of the messages conveyed. This is also often found in the ability to do his job.

## 2. Literature Review

To support the results of this study, several basic theories related to this research are presented, including:

### 2.1. *Employee Performance:*

(Abdullah, 2012). argues that "employee performance is work performance which is the result of the implementation of a work plan made by an institution carried out by leaders and employees (HR) who work in the institution, both government and business companies to achieve organizational goals" .

According to (Mangkunegara, 2014) performance can be influenced by ability factors and motivational factors. Here's the explanation:

- a. Ability factor: Psychologically, employee abilities consist of potential abilities (IQ) and real abilities (knowledge + skills), meaning employees who have above average IQ (IQ 110-120) with adequate education for their position and are skilled in doing daily work, then it will be easier to achieve the expected performance.
- b. Motivational factor: Motivation is formed from an employee's attitude in dealing with a work situation. Motivation is a condition that drives self-directed employees to achieve organizational goals. Based on the above understanding, it can be seen that one of the factors that influence performance is motivation, where the factor of motivation is based on the mentality that a person has in dealing with work problems where the mental attitude tries to achieve even better performance.

From these factors it can be concluded that these factors influence each other and serve as benchmarks for leaders to evaluate how well employees work in an organization.

According to (Wibowo, 2016). that, there are seven performance indicators. Two of them are very important roles, namely the goals and motives for performance are determined by the goals to be achieved and to do so, a motive is needed. Without a motive drive to achieve goals, performance will not work. Thus, goals and motives become the main indicators of performance, the seven performance indicators are:

- a. Purpose: A goal is a better state to be achieved in the future. So that the goal shows the direction in which performance must be carried out which to achieve the goal requires individual, group and organizational performance. So that individual and organizational performance is successful if it can achieve the desired goals.
- b. Standard: Standards play an important role when a goal can be completed or answer when we are successful or fail. In this case, a person's performance is said to be successful and if he is able to reach the standards determined or mutually agreed upon between superiors and subordinates.
- c. Feedback: Between objectives, standards and feedback are interrelated. So feedback is input used to measure progress, standards and achievement of goals. Through feedback there will be an evaluation of performance and ultimately a process of improving performance.
- d. Tools or facilities are important resources in terms of helping achieve goals and success. In this case tools and facilities as supporting factors to achieve goals because without tools it is impossible to do a job.
- e. Competence: A person's ability to carry out the work assigned to him properly and competently is the main requirement for performance.
- f. Motives: Motive is the reason or driving force for someone to do something. Where managers provide or facilitate employee motivation through incentives, recognition, setting challenging goals, affordable standards, feedback, freedom, in terms of doing work.
- g. Opportunity: In the work organization, it is necessary to get opportunities to demonstrate work performance which is driven by two factors, namely time and employee abilities.

### 2.2. *Communication*

An effective communication becomes very important for all organizations. To understand communication easily, it is necessary to know in advance about the basic concepts of communication. According to (Mangkunegara, 2014) states that "Communication can be interpreted as a process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose". Communication

indicators are: message recipient (receiver), message content (content), media, format, message source (source), timeliness (timing).

According to (Rivai, 2015). the factors that influence communication include:

The explanation of the factors that influence the above communication is as follows:

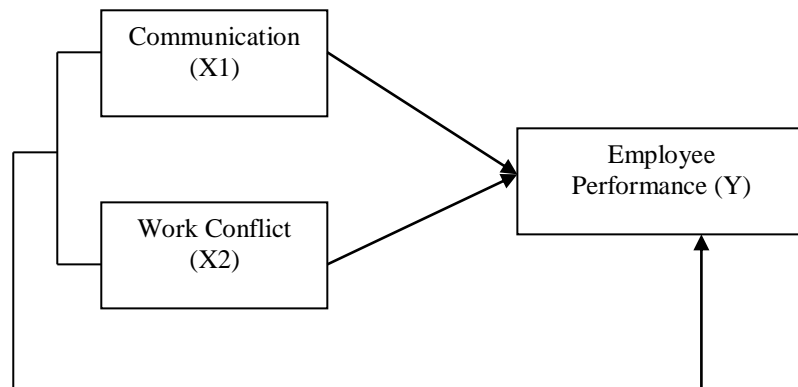
- a. Position: Position level more or less affects the smoothness of communication between parties. For those who have a higher position are embarrassed if they have to communicate with their subordinates, as well as subordinates feel awkward to communicate with their superiors.
- b. Place: Separate rooms (which may be far away) will affect communication, both between employees at the same level and between superiors and subordinates.
- c. Communication Tool: Communication tools are very influential in creating smoothness in communication. However, at this time the real problem with the device is not a barrier to lag, because there is already communication such as cellphones.

According to (Dewi, 2005), the factors that influence effective communication are:

- a. The credibility and attractiveness of the communicator: The credibility of the communicator shows that the message conveyed is considered true and trustworthy. High trust in the communicator will lead to the willingness of the communicator to receive messages and change attitudes according to the wishes of the communicator. Apart from appearing through trust, credibility can also arise through expertise and social status.
- b. The ability of the message to evoke responses: A message will generate reactions and feedback, if it fulfills conditions such as using symbols or language understood by communication, attracting attention, and being able to understand the personal needs of communication.
- c. Communication skills to receive and understand messages.: Communication will take place effectively and efficiently if the communicant has the ability to understand the message, is aware of his needs and interests, is able to make decisions according to his needs and interests, and is physically and mentally able to receive messages.

In communicating, sometimes the results are not in accordance with what you expect. In other words, the communication you do is not effective, it doesn't reach the target properly. According to (Purwanto, 2016) communication indicators are:

- a. Perception: An intelligent communicator must be able to predict whether the message to be conveyed can be received by the communicant or not. If the response is correct. Then, the audience as the recipient of the message will anticipate how the communicator (messenger) will react in compiling the feedback, while still making adjustments to avoid misunderstandings in the communication.
- b. Decree: In general, the audience has a clear frame of mind. In order for the communication to reach the target, a person needs to express something according to what is in their frame of mind. If it is ignored, what appears is a communication error.
- c. Credibility: In communication, communicators need to have high confidence and optimism that their audiences are trusted people. Likewise, the communicator must have a belief that the substance or essence of the message he wants to convey to other parties is truly accurate and can be accounted for. In addition, the communicator must also understand well what the intent and purpose of conveying a message is.
- d. Control: In communicating, the audience will provide a reaction or response to the message conveyed. Their reactions can make the communicator laugh, cry, act, change their mind, or be gentle. This is determined by the intensity of the reaction that the audience makes, depending on whether the communicator is successful or not in controlling his audience when communicating.
- e. Harmony: A good communicator will certainly always be able to maintain good friendly relations with the audience so that communication can run smoothly and achieve its goals. A good communicator will also be respectful and successful in making a good impression on his audience.



**Figure 1.** Research Framework

The research hypothesis is as follows:

H1: X1-Y = There is a positive and significant influence of communication on employee performance at the North Sumatra DPRD Secretariat

H2: X2-Y = There is a positive and significant effect of work conflict on employee performance at the North Sumatra DPRD Secretariat

**3. Research Method and Materials**

This research was conducted at the DPRD Secretariat of North Sumatra. The method used in this research is descriptive statistical method with a quantitative approach, the sampling technique used in this research is a questionnaire. Based on the information the author received from the Administrative Section of the North Sumatra DPRD Secretariat, the number of employees in the property reaches 50 employees. Data collection techniques using data instrument tests, knowledge needs tests, and statistical tests. To avoid undirected discussions, in the next stage of research it is necessary to limit the topics discussed, namely the influence of communication (X1) and work conflict (X2) and the dependent variable, namely employee performance (Y). The data used in this study is based on data sources, the data sources used by researchers are primary data sources, data obtained from respondents. Researchers collected data through a questionnaire/questionnaire for employees at the North Sumatra DPRD Secretariat. In this study the population consisted of 50 staff at the DPRD Secretariat of North Sumatra

**4. Results and Discussion**

*4.1. Result*

The information obtained from the survey is presented in quantitative form with 50 respondents. For 50 respondents, the writer presents the identification data as follows.

**Table 2.** Characteristics of Respondents Based on Gender

No.	Gender	Frequency	Percentage (%)
1	Man	21	42.00%
2	Woman	29	58.00%
	Amount	50	100.00%

Source: processed data (2023)

Table in on explain that from 50 respondents studied , 42% of male respondents , while 58% of female respondents .

**Table 3.** Characteristics of Respondents by Age

No.	Age	Frequency	Percentage (%)
1	19-29 years	22	44.00%
2	30-40 years	20	40.00%
3	41-51 years	8	16.00%
	Amount	50	100.00%

Source: processed data (2023)

Table in on show that 22 from 50 respondent Which surveyed aged between 19 And 29 year (44%). Until 20 (40)% respondent aged between 30 And 40 year. Whereas 8 (16%) respondent aged 41-51 year.

**Table 4.** Characteristics of Respondents Based on Education

No.	Level of education	Frequency	Percentage (%)
1	D-3	29	58.00%
2	S-1	17	34.00%
3	S-2	4	8.00%
	Amount	50	100.00%

Source: processed data (2023)

Table in on explain that from 50 respondent Which examined, as many as D-3 educated respondents 29 person (58%). There were 17 respondents with bachelor's degree education person (34)% . And there are 4 respondents who have master's degree person (8%) .

Based on results study Which has outlined in on show that communication Work And conflict Good in a manner Partial nor simultaneous influential positive And significant to performance employee. The following is an explanation of the above answer from the hypothesis research .

**Table 5.** Regression Results

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	9,647	2,823		3,417	.001		
	X1 Communication	.313	.068	.510	4,631	.000	.807	1,239
	X2 Work conflict	.393	.123	.351	3,187	.003	.807	1,239

a. Dependent Variable: Y Employee Performance

From the table above, the regression equation is  $Y = 9.647 + 0.313 X1 + 0.393 X2$

**Table 6.** ANOVA

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	187,339	2	93,670	27,595	.000 <sup>a</sup>
	residual	159,541	47	3,394		
	Total	346,880	49			

a. Predictors: (Constant), X2 Work conflict, X1 Communication

b. Dependent Variable: Y Employee Performance

From table in on can be known that the calculated F value as big 27,595 with a significant level of 0.000 meanwhile F table 3.195 with significance 0.05. By Because That, F count > F table , ie 27,595 > 3.195, mark 27,595 more big from 3.195 showing t count more big from t table , Which means H<sub>0</sub> rejected, so that can concluded that between communication And work conflict influential significant on performance employee.

## 4.2. Discussion

### 4.2.1. Budget Management

Budget management report is prepared in such a way and is complete so that the leadership of the DPRD secretariat knows the results of implementation, both in terms of financing the production process and in terms of its work program.

**Table 7.** Budget of DPRD North Sumatra

Year	Planned Budget (billion)	Budget (billion)	Realization Percentage
2018	23	21,14	92%
2019	24	22,81	95%
2020	25	23,19	93%
2021	25	23,62	94%
2022	26	24,37	94%

Source: North Sumatra DPRD Secretariat

The DPRD secretariat management report reflects to what extent the guidelines provided by the DPRD secretariat leadership can be implemented. Management reports prepared by management are also known as budget realization reports. This report is made monthly which reports the activities of the production process in the current budget year. To report monthly, an assessment is made of the reasonableness of the costs that have been budgeted and revise the budget if it is really deemed necessary.

While annual accountability (one of which is the activity budget realization report) is carried out every year to account for the overall costs incurred in the fiscal year. In order for management reports to be used by the leadership of the DPRD secretariat efficiently and effectively, the report must be received by the leadership of the DPRD secretariat in accordance with a predetermined time. This is intended so that the leadership of the DPRD secretariat can act if deemed necessary.

Therefore it can be stated that budget management has an influence on employee performance because good budget management will improve budget performance in the DPRD of North Sumatra.

### 4.2.2. Effect of Communication (X1) on Employee Performance (Y)

The calculations obtained show  $t_{count} (4.631) > t_{table} (1.677)$  with a significance of  $0.000 < 0.05$ . This shows that communication has a significant influence on employee performance. That is, the more communication increases, the better employee performance. According to research (Prasetyo & Oktarina, 2017) (Ardiansyah, 2016) (Afandi, 2018) (Kadarisman, 2017) communication affects employee performance. This shows that communication plays an important role in improving employee performance. Good communication between colleagues has a positive effect on employee performance, because important topics at work can be discussed through communication. If there is a problem with communication, it must be resolved as soon as possible. From the description above, it can be concluded that communication can partially influence the performance of an employee.

### 4.2.3. The Influence of Work Conflict (X2) Partially on Employee Performance (Y)

The calculations obtained show  $t_{count} (3.187) > t_{table} (1.677)$  with a significance of  $0.003 < 0.05$ . This shows that work conflict has a significant effect on employee performance. This means that the more work conflicts increase, the better employee performance. According to research study (Wibowo & Rahardja, 2015), (Wibowo & Rahardja, 2015) (Seta et al., 2021) (Mankunegara, 2017) (Simamora, 2004) (Mulyana, 2014) (Wiryanto, 2016) (Cangara, 2015) work conflict affects employee performance. This shows that work conflict plays an important role in improving employee performance. Therefore, work conflicts between colleagues must be avoided through mutual understanding at all times. When a work conflict occurs, the first step that must be taken is to find the cause of the problem and provide the best solution. From the description above, it can be concluded that work conflict can partially affect employee performance.

#### 4.2.4. *Effect of Communication (X1) and Work Conflict (X2) Simultaneously on Employee Performance (Y)*

From the calculations it was found that the Fcount value was 27.595 with a significant level of 0.000 while Ftable was 3.195 and 0.05 significant. Therefore, Fcount > F table, namely  $27.595 > 3.195$ , the value of 27.595 is greater than 3.195 indicating tcount is greater than ttable, which means  $H_0$  is rejected, so it can be concluded that communication and work conflict have a significant effect on employee performance. According to research (Br. Sitepu & Kamilah, 2021) (Yusnita & Aslami, 2022) communication and work conflict affect employee performance. This shows that communication and work conflict play an important role in improving employee performance. We already know that communication and conflict in the workplace are things that companies need to pay attention to if they want to improve employee performance. Communication problems and work conflicts between colleagues should be avoided. From this it can be concluded that communication and work conflict can affect employee performance simultaneously.

The North Sumatra DPRD Secretariat requires a large budget so that its operational activities can run smoothly. Because of this, the North Sumatra DPRD Secretariat conducts budget planning in order to determine how much budget is needed. This is always communicated between fellow members of the North Sumatra DPRD Secretariat.

## 5. Conclusion

Based on explanation above and the statistical analysis, the authors conclude that:

- a. Partial hypothesis testing (t test) obtained a tcount of 4.631 greater than the ttable value of 1.677. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. From this it can be concluded that the communication variable has a significant effect on employee performance
- b. Partial hypothesis testing (t test) obtained a tcount of 3.187 greater than the ttable value of 1.677. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. From this it can be concluded that the work conflict variable has a significant influence on employee performance
- c. From the table above it can be seen that the Fcount is 27.595 with a significant level of 0.000, while the Ftable is 3.195 with a significance of 0.05. Thus Fcount > Ftable, namely  $27.595 > 3.195$ , the value of 27.595 is greater than 3.195 which means tcount is greater than ttable, which means  $H_0$  is rejected, so it can be concluded that there is a significant influence between communication and work conflict on employee performance.

## References

- Afandi. (2018). *Manajemen Sumber Daya Manusia*. Zanafa Publishing.
- Ardiansyah, D. O. (2016). Pengaruh Komunikasi Terhadap Kinerja Karyawan dengan Dimediasi oleh kepuasan Kerja. *Jurnal Bisnis Dan Manajemen*, 3(1), 16–30.
- Br.Sitepu, L. E., & Kamilah, K. (2021). Analisis Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan pada Kantor Jasa Akuntan PT Eriadi Fatkhur Rokhman Medan. In *Jurnal Pendidikan Tambusai* (Vol. 5, Issue 3, pp. 8311–8318).
- Cangara, H. (2015). *Pengantar Ilmu Komunikasi*. Raja Grafindo Persada.
- Kadarisman, M. (2017). *Manajemen Pengembangan Sumber Daya Manusia*. Rajawali Pers.
- Mangkunegara. (2014). KESEHATAN KERJA. In *Manajemen Tenaga Kerja Indonesia. Pendekatan Administratif Dan Operasional* (pp. 161–162). gamedia.
- Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan Cetakan Sebelas*. PT. Remaja Rosdakarya.
- Mulyana, D. (2014). *Ilmu Komunikasi: Suatu Pengantar*. Remaja Rosdakarya.
- Prasetyo, A. E., & Oktarina, N. (2017). Pengaruh Komunikasi Internal, Motivasi Kerja dan Kepemimpinan Kepala Sekolah Terhadap Kinerja Guru. In *Economic Education Analysis Journal* (Vol. 6, Issue 1, pp. 12–24).
- Seta, A. B., Abdurohman, D., & Ilham, N. (2021). Pengaruh Komunikasi dan Konflik Kerja terhadap Kinerja Karyawan pada PT. Asuransi Central Asia Divisi Oto Claim Center Bintaro. In *JIIP - Jurnal Ilmiah Ilmu*

*Pendidikan* (Vol. 4, Issue 3, pp. 210–214). <https://doi.org/10.54371/jiip.v4i3.260>

Simamora, H. (2004). *Manajemen sumber daya manusia*.

Wibowo, B. A., & Rahardja, E. (2015). Pengaruh Kelelahan Kerja Dan Konflik Peran Terhadap Kinerja Karyawan Dengan Stress Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Rsud Ra Kartini Jepara). *Diponegoro Journal Of Management*, 4(1), 1–14.

Wiryanto. (2016). *Pengantar Ilmu Komunikasi*. Balai Pustaka.

Yusnita, R., & Aslami, N. (2022). (Hakimi, 2020:17). In *Sinomika Journal / Volume* (Vol. 1, Issue 2, pp. 127–136).