

## THE EFFECT OF COMMUNICATION AND RESILIENCE ON EMPLOYEE PERFORMANCE AT THE MAGETAN DISTRICT SOCIAL SERVICE

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### ABSTRACT

The research was conducted with the aim of empirically proving the impact of communication and resilience on employee performance at the Dinas Sosial Magetan Regency. The variables used in this research can be grouped into two, namely independent variables and dependent variables. The independent variables studied are communication and resilience, while the dependent variable is employee performance. The literature review that is relevant to this research consists of human resource management theory, communication theory, resilience theory, and employee performance theory. The research currently being carried out includes a quantitative approach using questionnaires as an instrument for collecting field data. The population in this study are employees at the Dinas Sosial Magetan Regency with a total of 45 employees. The entire research population will be used as the research sample. The questionnaire instrument was tested for validity and reliability, while the analysis of the influence between variables used multiple linear regression so that the impact of communication and resilience as independent variables on employee performance as the dependent variable could be determined. Meanwhile, to test the hypothesis using the F test and t test. The research results prove that employee performance is significantly positively influenced by communication, as well as resilience having a significant positive impact on employee performance. Simultaneously, employee performance is significantly influenced by communication and resilience.

**Keywords:** Employee Performance, Communication, Resilience.

### I. INTRODUCTION

Employees are the most valuable asset in a company, because even though technology is currently increasingly advanced and the use of machines continues to increase, human resources still play a role as the driver of every activity in the organization. Employees are one of the assets that play a major role in achieving organizational goals. In government agency organizations, the human resources in question are employees. When employees achieve organizational goals, it really depends on how these employees can develop their abilities both in developing knowledge, skills and the desire to collaborate between various work units carrying out different activities.

Based on Law Number 5 of 2014 concerning State Civil Servants, what is meant by Civil Servants are Indonesian citizens who meet certain requirements, appointed as ASN Employees on a permanent basis by civil service development officials to occupy government positions. Civil Servants are a government tool to achieve goals as servants of the state, nation and society, which means that Civil Servants as employees must dedicate themselves to the state and nation, not the other way around.

Civil servants as an element of the state apparatus are an important pillar in carrying out government and development tasks which can be a support for the smooth running of a government. Therefore, every employee is required to have high performance to support the success of the organization. The realization of high performance is very important for the bureaucracy because with employees who have high performance it is hoped that work will be carried out efficiently and effectively, so that it will support the achievement of organizational goals and success. The effectiveness and efficiency of employees in carrying out their duties means that employees are able to produce quality work that meets standards with a completion time that does not exceed predetermined provisions.

Every organization carries out various activities to achieve predetermined goals, namely making a profit, but in achieving these goals they often experience obstacles because their employees do not have maximum performance. In an organization, not all performance produced by employees obtains good results, because the

performance level of each employee is different, and each employee has their own way of improving their performance. Mahale (2017) in his research stated that the performance of civil servants still needs to be improved in order to improve the quality of work, work strength, be more disciplined, and comply with existing regulations. Low employee performance results in low quality of public services, even resulting in service users having to pay expensive fees (high cost economy). Employee performance has an important role in a government organization, especially in providing maximum service to the community.

There are many problems that affect the level of employee performance, one of the problems often experienced by an organization is misunderstanding in conveying information or lack of communication between employees. Problems in communication are often considered small problems, but in fact the role of communication in an organization is very important. Widayati et al. (2021) explains that good and effective communication, both upward and downward vertical communication, as well as horizontal communication will support employees in achieving high levels of performance. This is because employees can understand everything that is done in their work.

Communication is an important aspect of the operational activities of a government agency. Coordination activities and task delegation can be carried out through the communication process. Idayanti et al. (2020) defines communication as a process of information flow from superiors which then flows to various levels down to the lowest employees in order to achieve organizational goals.

Communication plays an important role in organizational life. Employees can face problems in communication, either with superiors or co-workers. The better the communication, the better the cooperation and coordination within the organization. Maintaining relationships with superiors or coworkers requires effective communication. Effective communication requires mutual respect, trust, openness, and responsibility. Leaders or superiors convey that management functions are carried out through communication. Communication is a must that is carried out well and continuously, because through communication various matters relating to the organization are conveyed from one party to another.

Organizations are basically dynamic because they will experience changes that require various adjustments both in terms of policies and adjustments to work activities. These things often cause pressure that affects employee conditions and the quality of employee work. To face these conditions, it is very important to have human resources who have a high level of resilience. Employees who have high resilience have the ability to adapt to various changes that occur, thereby helping employees overcome pressure and difficult situations.

Employees who have relatively high resilience can produce better performance, are committed to the organization, can balance life and work, and do not feel stress (Iryani & Hartijasti, 2018). Bonano (2005) revealed that employee resilience allows employees to survive and change in a positive direction when facing difficult situations at work.

Research related to resilience is very relevant for organizations, considering the work environment in an organization and the workforce that continues to change, in various employment contexts. So it requires every employee to become more resilient in order to successfully face increasingly high work demands (McCormac et al., 2018). Employees who have high levels of resilience have better physical and mental health outcomes, have happier relationships, and are more independent and task-oriented, and are better prepared to manage stressful situations and are also more successful in completing tasks. This will certainly have an impact on improving employee performance.

Based on the results of previous studies, it shows that employee performance is positively and significantly influenced by communication and resilience. This can be seen in the findings of the study by Setyawati et al. (2023) and Widayati et al. (2021) that the better the communication that occurs within a government agency, the better the performance of the employee concerned. However, different results were shown by research by Ramdhani & Djamil (2023) which showed that communication that occurs within an organization does not have an impact on increasing employee performance. So it can be said that the better communication that occurs in the organization does not guarantee an increase in employee performance.

Previous studies conducted by Mudhofar & Rahmat (2023) and Zulhakim et al. (2022) found that employee performance was positively and significantly influenced by resilience. This shows that employee resilience

plays an important role in improving individual performance. If the employee's level of resilience is higher, the employee's performance tends to be higher. However, different findings were found in research conducted by Rahardi et al. (2022) shows that employee performance is not influenced by employee resilience.

Based on the explanation presented, it illustrates that communication within the organization and resilience have an impact on improving employee performance, however the results of previous research show that there is still a research gap. For this reason, further research will be carried out on the influence of communication and resilience on employee performance. The research will be conducted on employees of the Magetan Regency Social Service office.

The problem that occurs at the Magetan Regency Social Service is that employee performance is not optimal. This is shown by the lack of maximum budget absorption in 2021, namely 86.94%. Apart from that, social rehabilitation services are also not yet optimal for East Java Province's priority PMKS, namely WTS, Homeless Beggars, Street Children and Psychotics. Apart from that, based on the 2020-2022 community satisfaction index survey of the Service Unit at the Magetan Regency Social Service as follows.

**Table 1:** Community Satisfaction Index with Service Units at the Magetan Regency Social Service

Year	Community Satisfaction Index
2020	81,04
2021	81,24
2022	84,47

Based on Table 1, it shows that the satisfaction index increases every year but is still not optimal because it is still in category B so it needs to be improved. The satisfaction index is assessed based on several aspects, namely: (1) service requirements, (2) service procedures, (3) service completion time, (4) reasonableness of costs, (5) competency of service implementers, (6) behavior of service implementers, (7) quality of facilities and infrastructure, (8) handling complaints, suggestions and input.

The research objectives that are relevant to the research problems previously stated are:

1. To analyze the effect of communication on employee performance at the Magetan Regency Social Service.
2. To analyze the effect of resilience on employee performance at the Magetan Regency Social Service.
3. To analyze the effect of communication and resilience on employee performance at the Magetan Regency Social Service.

## II. METHODOLOGY

The current design is included in quantitative research. Quantitative research is an inductive, objective and scientific research approach where the data obtained is in the form of numbers or statements which are assessed and analyzed using statistical analysis (Malhotra et al., 2017). Research using a quantitative approach is also defined, namely an approach to testing theories through testing the relationships between variables. The variables used in quantitative research can be measured using a research instrument and analyzed through statistical procedures (Creswell & Creswell, 2018). In a narrower scope, it can be explained that quantitative research uses a lot of numbers starting from data collection, data processing, data analysis to presenting research results. So it can be stated that quantitative research emphasizes analysis of numerical data or numbers (Gultom et al., 2021).

The research currently being carried out includes a quantitative approach using questionnaires as an instrument for collecting field data. Respondents' answers to the questionnaire have a weight or score which is then carried out statistical analysis. The quantitative research used in this research is included in causal research. Causal research is research that has a direction in proving causal hypotheses between variables (Malhotra et al., 2017). This is in accordance with the research objective of testing causal relationships between variables or to test whether a variable causes other variables to change. Testing was carried out on the effect of communication and resilience on employee performance at the Magetan Regency Social Service.

The population is the totality of research objects that have certain characteristics to be researched or studied and then a conclusion is drawn (Malhotra et al., 2017). The population in research is not only humans, but can

also be objects or other natural objects such as plants or events as data sources that have certain quantities and characteristics in a study. The population in this study were employees at the Magetan Regency Social Service, totaling 45 employees. Meanwhile, the sample according to Malhotra et al. (2017) are part of the population elements selected to participate in the research. The sample in this study was selected using a saturated sample where all members of the population were used as the research sample. This is because the population used is relatively small, so all members of the population, totaling 45 employees, are used as the research sample.

Data collection in the field was carried out using the questionnaire method. A questionnaire is a research instrument used as a data collection tool containing a series of statements on research variables. The classical assumption test is a statistical requirement that must be met in multiple linear regression analysis to show that a regression model is not biased or deviated. The classic assumption test consists of the normality test, multicollinearity test, and heteroscedasticity test (Ghozali, 2016).

The analysis in this research uses multiple linear regression analysis to explain the influence that occurs between several independent variables on the dependent variable. This research uses multiple linear regression analysis to explain the influence of communication and resilience as independent variables on employee performance which is the dependent variable.

### III. ANALYSIS RESULTS

#### 3.1. Respondent Characteristics

Respondents in this study who were male were 23 people (51.1%), higher than female respondents who were 22 people (48.9%). This shows that there are more men than women at the Magetan Regency Social Service.

Respondents in this study who were the youngest, namely 26-35 years, were 11 people (24.4%), then respondents aged 36-45 years were 20 people (44.4%) and respondents aged >45 years were 14 people (31.2%). The results of the research show that in terms of age, most Magetan Regency Social Service employees are in the age range of 36-45 years.

The lowest number of respondents was SMA/SMK, while the highest was Postgraduate (S1/S2). There were 10 respondents with high school/vocational education (22.2%), followed by 7 respondents with diploma level education (15.6%). Respondents with a bachelor's degree education level amounted to 26 people (57.8%). The final education level was Postgraduate (S1/S2) amounting to 2 people (4.4%). This shows that most employees at the Magetan Regency Social Service have a bachelor's degree.

#### 3.2. Instrument Test

Based on the results of computational validity tests using the SPSS version 24 program, using a significance ( $\alpha$ ) of 5% or 0.05, the results of the communication variable validity test results were obtained for 10 items, the resilience variable validity test results for 14 questionnaire items and the variable validity test results The performance on the 12 questionnaire items shows that the calculated  $r$  value is greater than the table  $r$ , meaning that all research questionnaire items have a "significant" relationship with the total score. Thus, the items in the variables communication (X1), resilience (X2) and performance (Y) are "valid" or legitimate to use as measurements in this research.

Based on the results of computational reliability testing using the SPSS version 24 program, it can be seen that the reliability testing results for the communication variable (X1) have a Cronbach alpha value of 0.910. Testing the reliability of the resilience variable (X2) with a Cronbach's alpha value of 0.907. Meanwhile, testing the reliability of the performance variable (Y) with a Cronbach's alpha value of 0.878. Because Cronbach's alpha is  $> 0.6$ , it means that the communication, resilience and performance variables are reliable and suitable for use in research.

#### 3.3. Descriptive Analysis

The results of the descriptive analysis in this research can be explained as follows:

1. The communication that occurs at the Magetan Regency Social Service is good. The exchange of information from superiors and then moving through various levels to subordinates and vice versa as well as between subordinates which occurred at the Magetan Regency Social Service went well (2.98).

2. Resilience of employees at the Magetan District Social Service, which is facilitated and supported by the organization to utilize resources to overcome, adapt and develop positively in response to changes in working conditions, is good (3.18)

3. The work results achieved by employees at the Magetan Regency Social Service in carrying out their duties and responsibilities are good (2.96).

**3.4. Classical Assumption Testing**

The classical assumption test in this research consists of the normality test, multicollinearity test, and heteroscedasticity test. The results of the normality test in this study are as follows:

**Table 2: Normality Test Results**

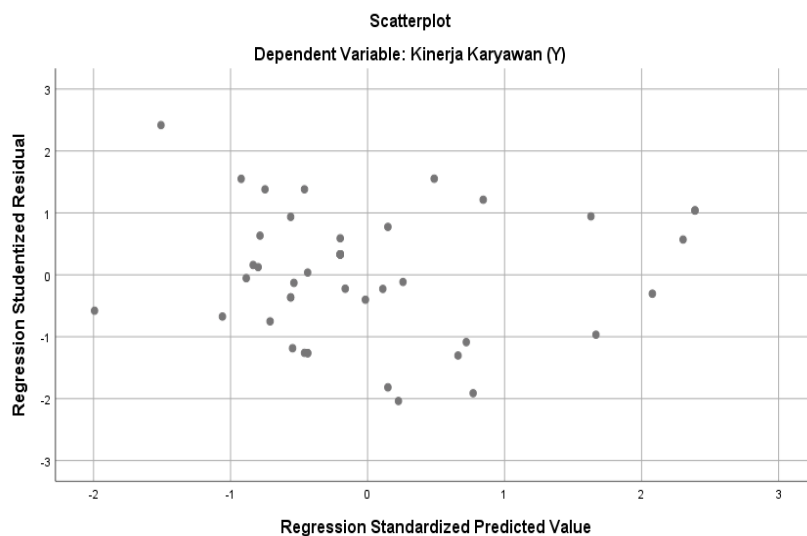
		Unstandardized Residual
N		45
Normal Parameters	Mean	.0000000
	Std. Deviation	3.81719578
Test Statistic		0,075
Asymp. Sig. (2-tailed)		0,200

Based on Table 2, it can be seen that the significant value in the Kolmogorov-Smirnov test is 0.200, which means it is greater than 0.05. This means that the data in this study has a normal distribution. Next, a multicollinearity test will be carried out based on the tolerance and VIF values. The condition used is that there is no multicollinearity in the regression model when the tolerance value is > 0.10 and the VIF value is < 10. The results of the multicollinearity test in this study are as follows:

**Table 3: Multicollinearity Test Results**

Independent Variable	Tolerance	VIF
Communication (X1)	0,612	1,635
Resilience (X2)	0,612	1,635

The results in Table 3 show that the tolerance value is > 0.10 and the VIF value is < 10. So it can be said that there is no multicollinearity, meaning there is no correlation or connection between communication (X1) and resilience (X2). Next, the final classical assumption test is the heteroscedasticity test. The results of the heteroscedasticity test in this study are shown in Figure 1 below.



**Figure 1: Heteroscedasticity Test Results**

Figure 1 shows that the points on the graph do not form a particular pattern, but tend to spread out. Thus, it can be concluded that the regression model in this study does not occur heteroscedasticity.

**3.5. Multiple Linear Regression Analysis**

Multiple linear regression analysis was used to explain the influence that occurs between communication and resilience on employee performance at the Magetan City Social Service. Multiple linear regression analysis in this study is as follows:

**Table 4:** Multiple Linear Regression Results

Independent Variable	Regression coefficient (b)
Constant (a)	6,143
Communication (X1)	0,505
Resilience (X2)	0,320

Based on the regression coefficient values that have been obtained, the multiple linear regression equation in this research is as follows:

$$Y = 6.143 + 0.505X1 + 0.320X2 + ei$$

The results of the multiple linear regression equation above explain that a constant value of 6.143 means that when communication (X1) and resilience (X2) are in a fixed or constant position, employee performance has a value of 6.143.

The regression coefficient value for the communication variable (X1) of 0.505 means that if the communication variable (X1) increases by one unit, the performance of employees at the Magetan Regency Social Service will increase by 0.505.

The regression coefficient value for the resilience variable (X2) is 0.320 which means that if the resilience variable (X2) increases by one unit, the performance of employees at the Magetan Regency Social Service will increase by 0.320.

**3.5.1. Hypothesis testing**

**1) t Test**

The t test was carried out to partially test that communication and resilience have a significant effect on the performance of Magetan Regency Social Service employees. The results of the t test in this study are as follows:

**Table 5:** t test results

Independent Variable	Significant
Communication (X1)	0,004
Resilience (X2)	0,023

Based on Table 5, the significant value obtained for the calculated t for the communication variable (X1) is 0.004 which is smaller than 0.05. So it can be stated that communication has a significant positive effect on employee performance at the Magetan Regency Social Service. Therefore, the hypothesis H1 proposed in this study is accepted.

The significant value for t calculated on the resilience variable (X2) is 0.023 which is smaller than 0.05. So it can be stated that resilience has a significant positive effect on the performance of employees at the Magetan Regency Social Service. Therefore, hypothesis H2 proposed in this study is accepted.

**2) Uji F dan Koefisien Determinasi**

The F test was carried out in order to test the influence caused by the communication and resilience variables together on the performance of employees at the Magetan Regency Social Service. The results of the F test in this research are as follows:

**Table 6:** F Test Results

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	596.077	2	298.038	19.524	.000 <sup>b</sup>
	Residual	641.123	42	15.265		
	Total	1237.200	44			
a. Dependent Variable: Performace (Y)						
b. Predictors: (Constant), Resilience (X2), Communication (X1)						

Based on Table 6, it can be seen that the Fcount value obtained is 0.000, which is smaller than 0.05. So it can be stated that communication and resilience simultaneously have a significant effect on the performance of employees at the Magetan Regency Social Service. Thus the hypothesis H3 proposed in this research is proven. Next, to find out changes or variations in employee performance variables that can be explained by changes or variations in communication and resilience variables, it can be seen based on the Adjusted R Square value.

**Table 7:** Coefficient of Determination Results

R	Adjusted R Square
0,694	0,457

Based on Table 7, it can be seen that the correlation value (R) obtained is 0.694. This shows that the relationship between the independent variables communication and resilience and the dependent variable employee performance is strong. The coefficient of determination (Adjusted R Square) value obtained was 0.457. This means that the communication and resilience variables have the ability to explain changes that occur in employee performance variables of 45.7%, while the remaining 54.3% is explained by other variables that were not studied.

#### IV. RESULT AND DISCUSSION

##### 4.1. The Influence of Communication on Employee Performance at the Magetan Regency Social Service

Based on the results of the hypothesis test, it shows that communication has a significant positive effect on employee performance at the Magetan Regency Social Service so that hypothesis H1 is accepted. This is because the significant value for t calculated on the communication variable (X1) is 0.004 which is smaller than 0.05.

The regression coefficient value of the communication variable (X1) is positive at 0.505, which indicates a positive direction of influence, meaning that the better the communication that occurs in the Magetan Regency Social Service organization, the better the employee performance. The results of this research support previous studies conducted by Purba (2019) and Widayati et al. (2021) which shows that communication has a positive and significant effect on employee performance.

Communication that occurs in organizations is basically not only from superiors to subordinates, but can also be vice versa or horizontal communication between employees. The communication that occurs at the Magetan Regency Social Service can be said to be good, because employees can understand all instructions received from superiors and can coordinate and cooperate well with colleagues. According to Widayati et al. (2021) that employees who have good and effective communication, both vertically upwards, downwards and horizontally, will also achieve high performance. This is because employees can understand all instructions received from superiors and can coordinate and cooperate well with co-workers.

In carrying out the organizational activities of the Magetan Regency Social Service, communication is very important in socialization, decision making, problem solving processes and change management. Internal communication provides important information to employees about their work and is needed to adapt to the change process in an organization that can affect employee performance. As stated by Setyawati et al. (2023) that basically performance describes the achievement of results carried out by employees in carrying out work tasks and responsibilities to the maximum. If effective communication is established directly or indirectly,

employees will feel comfortable in the work environment, so that the more comfort employees are given and good communication, the more employees will work optimally in carrying out their duties.

#### 4.2. The Influence of Resilience on Employee Performance at the Magetan Regency Social Service

Based on the results of the hypothesis test, it was found that resilience had a significant positive effect on employee performance at the Magetan Regency Social Service so that hypothesis H2 was accepted. This is because the significance value of the resilience variable is 0.023 which is smaller than 0.05.

The regression coefficient value of the resilience variable (X2) is positive at 0.320, which shows that the direction of the influence that occurs is positive, which means that the better the resilience of the District Social Service employees, the better their performance. The results of this research support previous studies conducted by Zuhakim et al. (2022) and Mudhofar & Rahmat (2023) who found that resilience has a positive and significant effect on employee performance.

The resilience possessed by employees at the Magetan Regency Social Service is good so that it can reduce the negative impact of work pressure and the conditions of the social environment around the employees. aggressive environment. Employees who have good resilience have the ability to adapt to pressure and changes in the environment so that it has an impact on improving better performance. As stated by Bardoel et al. (2014) that resilience is a psychological resource to overcome and reduce stress and negative feelings associated with stressful work situations. Resilience ultimately prevents fatigue at work, and encourages a positive attitude in challenging tasks, ultimately contributing to employee performance.

According to Mudhofar & Rahmat (2023) resilience is a form of intelligence that underlies a person's success in facing challenges when difficulties occur. If employees have good intelligence, they are considered capable of overcoming obstacles in carrying out their duties so that they can improve their performance.

## V. CONCLUSION

Conclusions that can be obtained from the results of the research and discussions that have been carried out are:

1. Communication has a significant positive effect on employee performance at the Magetan Regency Social Service. So the better communication that occurs within the Magetan Regency Social Service organization can lead to better employee performance.
2. Resilience has a significant positive effect on employee performance at the Magetan Regency Social Service. So the better the resilience possessed by Magetan Regency Social Service employees, the better the employee performance will be.
3. Communication and resilience simultaneously have a significant positive effect on employee performance at the Magetan Regency Social Service. So that better communication and resilience that occur together can lead to improved employee performance.

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