

THE INFLUENCE OF ORGANIZATIONAL STRUCTURE ON EMPLOYEE WORK EFFECTIVENESS AT THE MEDAN AREA DISTRICT OFFICE, MEDAN CITY

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Abstract

This study aims to determine how much influence the Organizational Structure has on the Work Effectiveness of Employees at the Medan Area District Office, Medan City. This study consists of the Independent Variable (X) Organizational Structure and Variable (Y) Employee Work Effectiveness. The sample of this study was all employees (PNS) at the Medan Area District Office, Medan City, totaling 30 employees. The method used in this study is a quantitative method. Data collection techniques in this study are interviews, questionnaires, and observations. Data analysis techniques use product moment correlation and significance tests. To determine the level of significance of the Influence of Organizational Structure on the Work Effectiveness of Employees at the Medan Area District Office, Medan City, a hypothesis test was conducted on r by determining the level of significance $\alpha = 5\%$. Determining the r table test $n = 30$. It is known based on data processing that the results of the r table product moment value with $n = 48$ and a 95% confidence level or 5% error is 0.361. Thus, r count 0.607 > r table 0.361. This means that there is a large influence between Organizational Structure on Employee Work Effectiveness. Thus, the proposed hypothesis can be accepted, namely that the magnitude of the influence of organizational structure can increase employee work effectiveness at the Medan Area District Office, Medan City.

Keywords: Organizational Structure, Employee Work Effectiveness

A. INTRODUCTION

Government organizations are required to provide effective, efficient, and high-quality public services to the public. One of the determining factors in organizational success in achieving these goals is employee effectiveness. Work effectiveness reflects the level of employee success in completing tasks according to established targets, timelines, and standards. Therefore, improving employee work effectiveness is a critical concern in government administration, including at the sub-district level.

Organizational structure is a formal framework that outlines the division of tasks, authority, and responsibilities, as well as the working relationships between divisions within an organization. A clear and appropriate organizational structure will help employees understand their respective roles and functions, streamline coordination, and minimize overlapping work. Conversely, an unclear organizational structure can lead to confusion in task execution, weak coordination, and low employee work effectiveness.

At the Medan Area Sub-district Office in Medan City, as a regional apparatus directly responsible for providing administrative services to the public, employee work effectiveness is crucial to support the smooth operation of public services. However, in its implementation,

problems persist related to the division of tasks, clarity of authority, and working relationships between employees, which are suspected to be related to the existing organizational structure. This situation has the potential to hinder the achievement of organizational goals and reduce the quality of public service.

A good organizational structure should be able to create a coordinated work system, clear decision-making processes, and effective oversight. This way, employees can perform optimally in accordance with their duties and responsibilities. Therefore, it is important to examine the extent to which organizational structure influences employee effectiveness, particularly at the Medan Area District Office in Medan City.

B. LITERATURE REVIEW

Understanding Organizational Structure

Organizational structure is a formal structure that describes the division of tasks, authority, responsibility, and working relationships between departments within an organization. According to Robbins, organizational structure explains how work tasks are formally divided, grouped, and coordinated. A good organizational structure will create role clarity and support the achievement of organizational goals. Robbins S.P. in Silitonga (2020) defines organizational structure as how tasks are formally divided, grouped, and coordinated within an organization. Indicators:

- Strategy
- Organizational Size
- Technology
- Environmental Uncertainty

Understanding Work Effectiveness

Etymologically, work effectiveness comes from two words: "effectiveness" and "work." Effectiveness is the ability to choose the right goals or the right tools to achieve predetermined goals. In other words, an effective manager can choose the right work to be done or the right methods to achieve goals. According to management expert Peter Drucker, effectiveness is doing the right things. According to Siagian, effectiveness is the utilization of a certain amount of resources, facilities, and infrastructure consciously determined in advance to produce a certain amount of goods or services for the activities carried out. Effectiveness indicates success in terms of achieving predetermined targets. The closer the activity results are to the target, the higher the effectiveness. Indicators:

- Readiness
- Absenteeism
- Motivation
- Job satisfaction
- Workload
- Task completion time.

C. RESEARCH METHODOLOGY

A research method is a scientific way to obtain data for a specific purpose and use. The term "scientific method" implies that research activities are based on scientific characteristics, namely rationality, empiricism, and systematicity. The meaning of "rationality" in research is that research is conducted in a rational manner, not through meditation.

D. RESULT AND DISCUSSION

Characteristics of Research on the Influence of Organizational Structure on Work

Effectiveness. Respondent data is shown in Table 1 below:

Table 1. Distribution of Respondent Answers by Gender

No	Gender	Frequency	Percentage (%)
1	Male	16	53,3 %
2	Female	14	46,7 %
Number			100%

Source: Medan Area District Office, 2022

The table above shows that there are more male respondents than female respondents, representing 53.3% of the respondents, while 46.7% are female. These figures indicate that government agencies in Medan Area District require more men than women, reflecting the majority of female respondents.

Table 2. Distribution of Respondents' Answers by Age

No	Age	Frequency	Percentage (%)
1	20-30 Year	5	16,7 %
2	31-40 Year	6	20 %
3	41-50 Year	13	43,3 %
4	51 Years and above	6	20 %
Number		30	100 %

Source: Processed by Researchers, 2025

The table above demonstrates that the number of employees under 30 years old is quite small, at 16.7%. Meanwhile, the number of employees aged 31-40 is moderate, at 20%. Meanwhile, the number of respondents aged 41-50 years old is relatively large, at 43.3%, and the number of respondents aged 51 and above is 20%. This reflects the fact that those aged 41-50 years old outnumber those aged 41-50.

Table 3. Distribution of Respondents' Answers by Education Level

No	Level of education	Frequency	Percentage(%)
1	SLTA	16	53,3 %
2	D-III	2	6,7 %
3	S-I	11	36,7 %
4	S-II	1	3,3 %
Number		30	100%

Source: Processed by Researchers, 2025

The table above demonstrates that 16 respondents (53.3%) of the employees surveyed had a high school education, 2 respondents (6.7%) with a diploma, 11 respondents (36.7%) with a bachelor's degree, and 1 respondent (3.3%) with a master's degree. A relatively large percentage of respondents had a high school education. Based on the data in Table

4.9 above, the respondents' responses to the independent variable (X), Organizational Structure, are as follows:

$$F_{xi}/n=21266/30=70.86$$

The average respondent response to the independent variable (X), Organizational Structure, was 70.86. This figure falls within the 67 to 83 range, indicating a strong organizational structure. Based on Table 1 above, the respondents' responses to the 20-item research questionnaire on Organizational Structure are as follows:

- 1. At the Medan Area Sub-district Office, leaders determine employee job descriptions in accordance with the organizational structure. Respondents' responses centered on a score of 5 (Strongly Agree) for 20 respondents, a score of 4 (Agree) for 7 respondents, a score of 3 (Undecided) for 2 respondents, and a score of 1 (Strongly Disagree) for 1 of all respondents. The average score of 4.50 is considered very strong.
- 2. At the Medan Area Sub-district Office, leaders determine current positions in accordance with employee education. Respondents' responses centered on a score of 5 (Strongly Agree) for 24 respondents, a score of 4 (Agree) for 1 respondent, and a score of 3 (Undecided) for 5 of all respondents. The average score of 4.63 is considered very strong.
- 3. At the Medan Area Sub-district Office, the leadership imposed excessively harsh sanctions on employees, causing them to feel fearful and under-developed. Respondents' responses centered on a score of 3 (Undecided), with 2 respondents scoring 2 (Disagree), and 26 respondents scoring 1 (Strongly Disagree). The average score of 1.20 is considered low.
- 4. At the Medan Area Sub-district Office, the leadership conducted research while feeling suspicious of employees. Respondents' responses centered on a score of 2 (Disagree) with 4 respondents scoring 1 (Strongly Disagree). The average score of 1.13 is considered low.
- 5. At the Medan Area Sub-district Office, employee work is closely interconnected with other departments. Respondents' responses centered on a score of 5 (Strongly Agree) for 14 respondents, a score of 4 (Agree) for 14 respondents, and a score of 3 (Undecided) for 2 respondents. The average score of 4.40 is considered strong.
- 6. At the Medan Area Sub-district Office, the relationship between office leaders and employees is good. Respondents' responses centered on a score of 5 (Strongly Agree) for 16 respondents, a score of 4 (Agree) for 10 respondents, and a score of 3 (Undecided) for 4 respondents. The average score of 4.40 is considered strong.
- 7. At the Medan Area Sub-district Office, the organizational structure employed employees effectively and efficiently. Respondents' responses centered on a score of 5 (Strongly Agree) for 18 respondents, a score of 4 (Agree) for 6 respondents, a score of 3 (Undecided) for 3 respondents, a score of 2 (Disagree) for 2 respondents, and a score of 1 (Strongly Disagree) for 1 respondent. The average score of 4.27 is considered strong.
- 8. At the Medan Area Sub-district Office, it is reasonable for leaders to lead 10 to 20 employees. Respondents' responses centered on a score of 5 (Strongly Agree) for 14 respondents, a score of 4 (Agree) for 8 respondents, a score of 3 (Undecided) for 5 respondents, a score of 2 (Disagree) for 2 respondents, and a score of 1 (Strongly Disagree) for 1 respondent. The average score of 4.07 is considered strong.
- 9. At the Medan Area Sub-district Office, employees neglect several tasks assigned by their superiors. Two respondents scored 2 (Disagree) and 28 respondents scored 1 (Strongly Disagree). The average score of 1.07 is considered very low.
- 10. At the Medan Area Sub-district Office, leaders replace and transfer employees. Four respondents scored 2 (Disagree) and 26 respondents scored 1 (Strongly Disagree). The average score of 1.13 is considered very low.

- 11. At the Medan Area Sub-district Office, employees receive direct guidance from their superiors regarding their work. Five respondents scored 4 (Agree), five respondents scored 3 (Undecided), nine respondents scored 2 (Disagree), and 1 (Strongly Disagree). The average score of 2.13 is considered low.
- 12. At the Medan Area Sub-district Office, leaders give their employees freedom to carry out their responsibilities. Respondents scored 3 (Undecided) with 3 respondents, 2 (Disagree) with 5 respondents, and 1 (Strongly Disagree) with 22 respondents. The average score of 1.37 is considered very low.
- 13. At the Medan Area Sub-district Office, leaders provide training or assignments to their employees. Respondents' responses centered on a score of 5 (Strongly Agree) for 9 respondents, a score of 4 (Agree) for 13 respondents, a score of 3 (Undecided) for 5 respondents, or a score of 2 (Disagree) for 1 respondent, and a score of 1 (Strongly Disagree) for 2 respondents. The average score of 3.87 is considered strong.
- 14. At the Medan Area Sub-district Office, leaders have special decision-making authority. Respondents' responses centered on a score of 5 (Strongly Agree) for 5 respondents, a score of 4 (Agree) for 14 respondents, a score of 3 (Undecided) for 6 respondents, a score of 2 (Disagree) for 2 respondents, and a score of 1 (Strongly Disagree) for 3 respondents. The average score of 3.53 is considered strong.
- 15. At the Medan Area Sub-district Office, leaders assign tasks to employees with threats, causing them to feel fear. Respondents' responses centered on a score of 3 (Undecided) with 4 respondents, a score of 2 (Disagree) with 6 respondents, and a score of 1 (Strongly Disagree) with 20 respondents. The average score of 1.47 is considered very low.
- 16. At the Medan Area Sub-district Office, leaders and employees depend on each other to achieve organizational goals. Respondents' responses centered on a score of 5 (Strongly Agree) with 11 respondents, a score of 4 (Agree) with 14 respondents, and a score of 3 (Undecided) with 5 respondents. The average score of 4.20 is considered strong.
- 17. At the Medan Area Sub-district Office, leaders strive to encourage employees to implement organizational renewal efforts. Respondents' responses centered on a score of 5 (Strongly Agree) with 19 respondents, 4 (Agree) with 9 respondents, and 2 (Disagree) with 2 respondents. The average score of 4.50 is considered strong.
- 18. At the Medan Area Sub-district Office, the areas within the organizational structure are in line with the current office environment. Respondents' responses centered on a score of 5 (Strongly Agree) with 25 respondents, and 4 (Agree) with 5 respondents. The average score of 4.83 is considered very strong.
- 19. At the Medan Area Sub-district Office, employees only carry out their own duties and are unwilling to assist others. Respondents' responses centered on a score of 2 (Disagree) with 3 respondents, and 1 (Strongly Disagree) with 27 respondents. The average score of 1.10 is considered low.
- 20. At the Medan Area Sub-district Office, the leader does not accept input and considers his employees stupid. Respondents' responses centered on a score of 5 (Strongly Agree) with 28 respondents and a score of 4 (Agree) with 2 respondents. The average score of 4.93 is considered very strong.

Based on the data in Table 2 above, the respondents' responses to the dependent variable (Y), Work Effectiveness, are as follows:

$$\frac{F_{xi}}{n} = \frac{2140}{30} = 71,33$$

- At the Medan Area Sub-district Office, work completion is supported by adequate equipment, supplies, and technology. Respondents' responses centered on a score of 5 (Strongly Agree) with 20 respondents, and a score of 4 (Agree) with 10 respondents. The average score of 4.67 is considered very strong.

- At the Medan Area Sub-district Office, leadership does not enforce fairness effectively, resulting in a lack of employee discipline. Respondents' responses centered on a score of 3 (Undecided) with 1 respondent, 2 (Disagree) with 8 respondents, and 4 (Strongly Disagree) with 21 respondents. The average score of 1.33 is considered low.
- At the Medan Area Sub-district Office, leadership and employees complete work on time. Respondents' responses centered on a score of 5 (Strongly Agree) with 16 respondents, and 4 (Agree) with 14 respondents. The average score of 4.53 is considered very strong.
- At the Medan Area Sub-district Office, employees tend to complete as much work as possible to prevent work overload. Respondents' responses centered on a score of 4 (Agree), with 1 person scoring 3 (Undecided), 5 people scoring 2 (Disagree), and 23 people scoring 1 (Strongly Disagree). The average score of 1.33 is considered low.
- At the Medan Area Sub-district Office, the quality of work performed by leaders and employees is in line with the given targets. Respondents' responses centered on a score of 5 (Strongly Agree), with 7 respondents scoring 4 (Agree), 14 respondents scoring 3 (Undecided), and 5 respondents scoring 2 (Disagree). The average score of 3.77 is considered strong.
- At the Medan Area Sub-district Office, leaders and employees are able to take initiative in carrying out their work. Respondents' responses centered on a score of 5 (Strongly Agree) for 11 respondents, a score of 4 (Agree) for 9 respondents, a score of 3 (Undecided) for 6 respondents, and a score of 2 (Disagree) for 4 respondents. The average score of 3.90 is considered strong.
- At the Medan Area Sub-district Office, leaders assign work beyond their capabilities, resulting in low employee discipline. Respondents' responses centered on a score of 2 (Disagree) for 3 respondents, and a score of 1 (Strongly Disagree) for 27 respondents. The average score of 1.1 is considered very low.
- At the Medan Area Sub-district Office, the quality of completed work meets existing standards. Respondents' responses centered on a score of 5 (Strongly Agree) with 24 respondents, a score of 4 (Agree) with 5 respondents, and a score of 3 (Undecided) with 1 respondent. The average score of 4.77 is considered very strong.
- At the Medan Area Sub-district Office, employees complete and carry out assigned tasks responsibly. Respondents' responses centered on a score of 5 (Strongly Agree) with 26 respondents, and a score of 4 (Agree) with 4 respondents. The average score of 4.87 is considered very strong.
- At the Medan Area Sub-district Office, employees are capable of completing tasks without assistance from superiors. Respondents' responses centered on a score of 2 (Disagree) with 2 respondents, and a score of 1 (Strongly Disagree) with 28 respondents. The average score of 1.07 is considered very low.
- At the Medan Area Sub-district Office, employees work independently, developing tasks. Respondents' responses centered on a score of 5 (Strongly Agree) for 14 respondents, a score of 4 (Agree) for 12 respondents, and a score of 3 (Undecided) for 4 respondents. The average score of 4.33 is considered strong.
- At the Medan Area Sub-district Office, employees consistently develop a deep commitment to organizational goals. Respondents' responses centered on a score of 5 (Strongly Agree) for 13 respondents, a score of 4 (Agree) for 11 respondents, and a score of 3 (Undecided) for 6 respondents. The average score of 4.23 is considered strong.
- At the Medan Area Sub-district Office, employees instill in themselves a commitment to carrying out their duties and obligations. Seven respondents scored 5 (Strongly Agree), 10 (Agree), and 13 (Undecided). The average score of 3.80 is considered strong.
- At the Medan Area Sub-district Office, employees are willing to take risks by making

their own prior considerations. Twenty-two respondents scored 5 (Strongly Agree), 7 (Agree), and 1 (Undecided). The average score of 3.80 is considered very strong.

- At the Medan Area Sub-district Office, employees consistently seek solutions in the form of new, more effective and efficient ideas. Respondents' responses centered on a score of 5 (Strongly Agree) with 10 respondents, a score of 4 (Agree) with 15 respondents, a score of 3 (Undecided) with 1 respondent, a score of 2 (Disagree) with 3 respondents, and a score of 1 (Strongly Disagree) with 1 respondent. The average score of 4.00 is considered strong.
- At the Medan Area Sub-district Office, employees are often cautious in making decisions. Respondents' responses centered on a score of 5 (Strongly Agree) with 18 respondents, a score of 4 (Agree) with 5 respondents, and a score of 3 (Undecided) with 7 respondents. The average score of 4.37 is considered strong.
- At the Medan Area Sub-district Office, employees are accountable for their assigned tasks. Respondents' responses centered on a score of 5 (Strongly Agree), with 4 respondents scoring 4 (Agree), 15 respondents scoring 3 (Undecided), 10 respondents scoring 3 (Undecided), and 1 (Strongly Disagree). The average score of 3.70 is considered strong.
- At the Medan Area Sub-district Office, employees are capable of performing all tasks beyond their responsibilities. Respondents' responses centered on a score of 4 (Agree) with 8 respondents scoring 3 (Undecided), 11 respondents scoring 2 (Disagree), and 15 respondents scoring 1 (Strongly Disagree). The average score of 1.73 is considered very low.
- 19. At the Medan Area Sub-district Office, employees can adapt to their interactions with fellow employees and management. Respondents' responses centered on a score of 5 (Strongly Agree), with 20 respondents scoring 4 (Agree), 8 respondents scoring 3 (Undecided). The average score of 4.60 is considered very strong.
- At the Medan Area Sub-district Office, employees can adjust their needs for necessary equipment and supplies. Respondents' responses centered on a score of 5 (Strongly Agree), with 19 respondents scoring 4 (Agree), 8 respondents scoring 4 (Agree), and 3 (Undecided). The average score of 4.53 is considered very strong.

Correlation Analysis and Hypothesis Testing

To determine the relationship between leadership style and work discipline at the Medan Area Sub-district Office, an analysis was conducted to calculate the Product Moment Correlation Coefficient formula as follows:

Table 4. Correlation Coefficient of the Independent Variable (X), Organizational Structure, and the Dependent Variable (Y), Work Effectiveness

No Responden	X	Y	X ²	Y ²	XY
1	58	67	3364	4489	3886
2	58	67	3364	4489	3886
3	58	73	3364	5329	4234
4	57	69	3249	4761	3933
5	54	69	2916	4761	3726
6	60	76	3600	5776	4560
7	59	77	3481	5929	4543
8	56	75	3136	5625	4200
9	55	73	3025	5329	4015
10	58	72	3364	5184	4176
11	39	65	1521	4225	2535

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12	58	81	3364	6561	4698
13	52	68	2704	4624	3536
14	59	73	3481	5329	4307
15	60	81	3600	6561	4860
16	57	66	3249	4356	3762
17	52	68	2704	4624	3536
18	60	75	3600	5625	4500
19	56	81	3136	6561	4536
20	45	58	2025	3364	2610
21	61	74	3721	5476	4514
22	60	74	3600	5476	4440
23	60	72	3600	5184	4320
24	61	73	3721	5329	4453
25	52	67	2704	4489	3484
26	59	72	3481	5184	4248
27	60	74	3600	5476	4440
28	57	66	3249	4356	3762
29	52	68	2704	4624	3536
30	57	66	3249	4356	3762
Number	1690	2140	95876	153452	120998

Source: Results of analysis between variables X and Y in 2025

From the calculations in the table above, the results are then presented to determine whether or not the independent variable (Organizational Structure) influences the dependent variable (Work Effectiveness), proposed using Karl Person's Product Moment Correlation formula.

Product Moment Correlation N = 30

$$\sum X = 1690$$

$$\sum Y = 2140$$

$$\sum X^2 = 95876$$

$$\sum Y^2 = 153452$$

$$\sum X Y = 120998$$

$$r_{xy} = \frac{N \cdot \sum XY - (\sum X) \cdot (\sum Y)}{\sqrt{\{N \cdot \sum X^2 - (\sum X)^2\} \{N \cdot \sum Y^2 - (\sum Y)^2\}}}$$

$$r_{xy} = \frac{30 \cdot 120998 - (1690) \cdot (2140)}{\sqrt{\{30 \cdot 95876 - (1690)^2\} \{30 \cdot 153452 - (2140)^2\}}}$$

$$r_{xy} = \frac{3629940 - 3616600}{\sqrt{\{2876280 - 2856100\} \{4603560 - 4579600\}}}$$

$$r_{xy} = \frac{13340}{\sqrt{\{20180\} \{23960\}}}$$

$$r_{xy} = \frac{13340}{\sqrt{483512800}}$$

$$r_{xy} = \frac{13340}{21988,92}$$

$$r_{xy} = 0,607$$

The correlation coefficient $r_{xy} = 0.607$, when compressed into the critical r product moment table ($n = 30$) with $df = 5\%$, yields a t_{table} of 0.361, where $r_{xy} = 0.607 > 0.361$, indicating that organizational structure has a positive effect on work effectiveness at the Medan Area Sub-district Office.

Correlation Coefficient Significance Test

To determine the significance of the influence of organizational structure on work effectiveness, a t-test was used with the formula as proposed by Sugiyono (2016:):

$$t = \frac{\sqrt{r(n-1)}}{1-r^2}$$

$$t = \frac{\sqrt{0,607(30-1)}}{1-0,607^2}$$

$$t = \frac{\sqrt{0,607(29)}}{1-0,368449}$$

$$t = \frac{\sqrt{17,603}}{0,631551}$$

$$t = \sqrt{27,87}$$

$$t = 5,28$$

Based on the t-test calculation as seen above, the t_{count} value can be obtained = 5.28 when compared with the critical number in the t_{table} with (df) 0.5% in (n-1) there is a number of 1.697, where $5.28 > 1.697$ or $t_{count} > t_{table}$ means the results are significant, thus the proposed hypothesis H_0 is rejected H_1 is accepted, meaning that the Organizational Structure has a very strong positive influence on the Work Effectiveness of Employees at the Medan Area Sub-district Office.

E. CONCLUSION

The results of the study revealed that the average answer of 30 respondents for the independent variable (X), Organizational Structure, was 4.28, which is classified as high. This means that the relationship between Organizational Structure and Work Effectiveness at the Medan Area Sub-district Office is categorized as high/good. The results of the study revealed that the average answer of 30 respondents for the independent variable (Y), Work Effectiveness, was 4.77, which is classified as high. This means that the relationship between Organizational Structure and Work Effectiveness at the Medan Area Sub-district Office is categorized as high/good.

The correlation coefficient calculation of 0.607, when compressed in the critical r product moment table ($n = 30$) with $df = 5\%$, yields a value of 0.361, where $0.607 > 0.361$ indicates that organizational structure has a positive effect on work effectiveness at the Medan Area Sub-district Office. The t-test calculation, as shown above in Chapter IV, yields a significant value, thus the proposed hypothesis H_1 is accepted. This means that there is a significant influence of the Organizational Structure variable on Employee Work Effectiveness at the Medan Area Sub-district Office.

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