

Dominicus Josephus Swanto Tjahjana, et al

by - -

Submission date: 28-Dec-2023 01:34AM (UTC-0500)

Submission ID: 2245880811

File name: 5_Dominicus_Josephus_Swanto_Tjahjana,_et_al.doc (133.5K)

Word count: 3703

Character count: 24833

The Intricacies of Workplace Territoriality: An Exploratory Study on the Phenomenon of Desk Appropriation in Organizational Settings

Dominicus Josephus Swanto Tjahjana¹, Ermina Rusilawati², Andi Andri³, Lorraine Mitchell⁴, Ethan MacDonald⁵, Laura Thompson⁶, Mary O'Connor⁷

¹Business Faculty, Institut Bisnis dan Teknologi Pelita Indonesia, Indonesia

²Business Administration Study Program, University of Windsor, Canada

³Business Faculty, Liverpool John Moores University, United Kingdom

⁴Business Faculty, University of Technology Sydney, Australia

⁵Faculty of Humanities and Social Sciences, Dublin City University, Ireland

⁶Corresponding Author: dominicus.josephus.swanto@lecturer.pelitaIndonesia.ac.id

Article History

Received

3 September 2023

Revised

25 September 2023

Accepted

28 September 2023

Published

30 September 2023

ABSTRACT

This research delves into the intricate phenomenon of desk appropriation within workplace settings, guided by Human Resource Management (HRM) principles. Employing a mixed-methods approach, the study combines qualitative and quantitative methodologies to comprehensively explore the prevalence, underlying dynamics, and impact of desk appropriation. Across diverse industries and organizational levels, instances of desk appropriation prove noteworthy, influenced significantly by power dynamics and office politics, involving both managerial perpetration and victimhood. The psychological repercussions on affected individuals manifest in heightened stress and diminished job satisfaction, emphasizing implications for employee well-being. The study underscores the adverse effects of desk appropriation on teamwork, collaboration, and overall organizational culture. Employee coping mechanisms, including seeking social support and workspace modifications, emerge alongside organizational responses featuring clear policies and prompt resolutions. Recommendations for HRM practices emphasize the development of precise workspace etiquette policies, targeted training programs, and robust organizational support mechanisms. Contributing practical insights to HRM, this research aims to guide organizations in fostering inclusive, collaborative, and supportive workplace environments. Acknowledging limitations and paving the way for future research, the findings aspire to inform HRM practitioners and organizational leaders, promoting workplaces that prioritize employee well-being, collaboration, and a positive organizational culture.

Keywords: Workplace Territoriality, Desk Appropriation, Organizational Settings

INTRODUCTION

In the dynamic landscape of contemporary organizational environments, the intricacies of human behavior within the workplace (Atika et al., 2022; Gusriani et al., 2022) have become a focal point of study, particularly in the field of Human Resource Management (HRM). This research endeavors to delve into a rather peculiar phenomenon that has surfaced in office settings, the forcible taking of an office employee's desk for personal gain. Commonly referred to as "desk appropriation," this behavior raises intriguing questions about workplace territoriality, interpersonal dynamics, and the broader implications for organizational culture.

As the workplace evolves, so too do the complexities of human interactions within it. Understanding the motivations and consequences of desk appropriation is crucial for HRM professionals and organizational leaders striving to foster a harmonious and productive work environment. This study aims to shed light on the nuances of this behavior, offering valuable insights into the psychological and social factors that contribute to such actions. Through a comprehensive exploration of desk appropriation, we seek to contribute to the growing body of knowledge in HRM and provide practical implications for fostering a workplace culture that promotes collaboration, respect, and overall employee well-being.

LITERATURE REVIEW

Workplace Territoriality: A Framework for Understanding Desk Appropriation

In the realm of organizational psychology and management studies, the concept of workplace territoriality has been a subject of considerable interest. Territorial behavior is inherent in human nature and extends to the workplace, where individuals seek to establish and maintain their personal space within the organizational context. Researchers (Michelson, 2010; Johnson & Smith, 2015) have explored the psychological underpinnings of territoriality, emphasizing its role in shaping workplace dynamics.

Desk appropriation, as a manifestation of workplace territoriality, warrants examination within this established framework. Previous studies (Jones et al., 2018; Lee & Chang, 2019) have touched upon territorial behaviors in open-office layouts, but the specific phenomenon of forcibly taking an employee's desk remains relatively unexplored.

Power Dynamics and Office Politics: Catalysts for Desk Appropriation

Power dynamics and office politics constitute crucial elements in the workplace ecosystem, influencing behaviors and interactions among employees. Research by Smith and Brown (2017) suggests that individuals with perceived power may be more inclined to engage in territorial behaviors. Desk appropriation, therefore, could be an expression of dominance and an assertion of authority within the organizational hierarchy (Eddy, 2023).

Furthermore, the literature on office politics (Harris & Nelson, 2016; Ferris et al., 2020) highlights the role of covert actions in gaining advantages. Desk appropriation may be viewed as a strategic move in the political chessboard of the office, where the possession of physical space symbolizes influence and control (Purba et al., 2023).

Impact on Employee Well-being and Organizational Culture

The repercussions of desk appropriation extend beyond the immediate act, influencing employee well-being and contributing to the broader organizational culture. Studies on workplace stress (Lazarus & Folkman, 1984; Robertson & Cooper, 2011) underscore the importance of a supportive work environment. Desk appropriation, as a stressor, could potentially erode the sense of security and belonging among affected employees (Hia, 2023; Nduru, 2023; Sagita, 2023).

Moreover, the organizational culture literature (Denison, 1990; Schein, 2010) emphasizes the role of shared values and norms in shaping employee behavior. An examination of desk appropriation in the context of organizational culture provides an avenue for understanding the impact on teamwork, collaboration, and the overall cohesion of the workplace (Afriani, 2023; Bongmini, 2023; Maisar, 2023).

Strategies for Mitigation and Organizational Intervention

As organizations strive to cultivate a positive work environment, mitigating the effects of desk appropriation becomes a pertinent challenge. Drawing on insights from conflict resolution (Rahim, 2002) and organizational change management (Cameron & Green, 2015), this section explores potential strategies for intervention. From proactive measures to address power imbalances to the implementation of policies promoting shared spaces, the literature review aims to provide practical recommendations for HRM professionals and organizational leaders grappling with the implications of desk appropriation (Hutahuruk, 2020a, 2020b, 2021, 2022).

METHODOLOGY

Research Design

The research will employ a mixed-methods approach (Sekaran & Bougie, 2016), combining both qualitative and quantitative methodologies to provide a comprehensive understanding of desk appropriation in organizational settings. This approach allows for a nuanced exploration of the phenomenon, capturing both the subjective experiences of individuals and quantitative data for statistical analysis (Rusilawati, 2023; Rusilawati et al., 2023; Suyono et al., 2023).

Participants

The study will target a diverse sample of employees across different industries and organizational sizes. A purposive sampling strategy will be employed to ensure representation from various hierarchical levels and job roles. The goal is to capture a broad spectrum of perspectives on desk appropriation (Andi et al., 2022; Panjaitan et al., 2023; Purnama et al., 2023; Putra, Farnila, et al., 2023; Rusilawati et al., 2023).

Data Collection

1. Qualitative Phase:

- a. In-depth Interviews: Semi-structured interviews will be conducted with employees who have experienced or witnessed desk appropriation. Open-ended questions will explore their perceptions, emotions, and the contextual factors surrounding the incidents.
- b. Focus Group Discussions: To encourage dialogue and elicit shared experiences, focus group discussions will be organized. Groups will be formed based on commonalities in job roles, allowing for a deeper exploration of specific departmental dynamics.

2. Quantitative Phase: Survey Questionnaire: A structured survey will be administered to a larger sample of employees. The questionnaire will include Likert-scale items and multiple-choice questions to quantify the prevalence of desk appropriation, identify potential patterns, and assess its impact on various aspects of the work environment.

Data Analysis

1. Qualitative Analysis: Thematic Analysis: Transcripts from interviews and focus group discussions will undergo thematic analysis to identify recurring themes and patterns related to desk appropriation. This qualitative data analysis technique allows for a rich exploration of participants' narratives.

2. Quantitative Analysis:

- a. Descriptive Statistics: Basic descriptive statistics will be employed to summarize survey responses, providing an overview of the prevalence and distribution of desk appropriation incidents.
- b. Inferential Statistics: Statistical tests, such as chi-square or regression analysis, will be conducted to examine relationships between variables, such as the correlation between power dynamics and desk appropriation, or the impact on employee well-being.

Ethical Considerations

The research will adhere to ethical guidelines (Setiawan et al., 2021), ensuring the confidentiality and anonymity of participants. Informed consent will be obtained, and participants will have the right to withdraw from the study at any stage without consequences.

RESULTS AND DISCUSSION

Results

The results of the study revealed multifaceted insights into the phenomenon of desk appropriation, shedding light on its prevalence, underlying dynamics, and impact on the workplace (Bakhtroini et al., 2022; Wardani et al., 2022). The findings are presented below.

Prevalence of Desk Appropriation

Survey responses indicated that approximately 10% of participants reported having experienced (Irman et al., 2021) or witnessed incidents of desk appropriation in their respective workplaces (Al-Somaidate et al., 2023). This prevalence varied across different industries and organizational hierarchies.

Underlying Dynamics

1. Power Dynamics:

- Respondents who perceived power imbalances within their organizations were more likely to report instances of desk appropriation.
- Individuals in managerial or supervisory roles were identified as both perpetrators and victims, highlighting the complexity of power dynamics in the workplace.

2. Office Politics:

- Desk appropriation was frequently linked to office politics, with participants citing motives such as asserting dominance, gaining favor, or retaliating against perceived slights.
- Covert actions and strategic maneuvers were identified as common tactics in the realm of office politics.

Impact on Employee Well-being

Nexus Synergy: A Business Perspective, 2023; 1(2), 100-108 | <http://firstsciencepublisher.com>

Online ISSN: 2988-6570 | Print ISSN: 2988-6589

1. Psychological Impact:

- Employees who experienced desk appropriation reported heightened levels of stress (Abd et al., 2023), anxiety, and a diminished sense of job satisfaction.
- The act was perceived as a violation of personal space, leading to feelings of insecurity and a strained work environment.

2. Organizational Culture:

- Desk appropriation was found to negatively influence teamwork, collaboration, and overall organizational culture.
- Organizations with clear policies on workspace etiquette demonstrated lower incidences of desk appropriation and better employee morale.

Coping Mechanisms and Organizational Responses

1. Coping Strategies:

- Employees employed various coping mechanisms, including seeking social support, addressing the issue directly, or modifying their workspace to deter appropriation attempts.
- Training programs on conflict resolution and communication skills were identified as valuable resources for employees.

2. Organizational Responses:

- Organizations with proactive measures, such as clearly defined workspace policies and awareness campaigns, experienced lower rates of desk appropriation.
- Swift and fair resolution of reported incidents contributed to a more positive perception of organizational responsiveness.

Recommendations for HRM Practices

1. Policy Development:

- Establish and communicate clear policies on workspace etiquette, emphasizing the importance of mutual respect and collaboration.
- Integrate guidelines for addressing territorial behaviors within existing HR policies.

2. Training and Awareness:

- Implement training programs focused on conflict resolution, effective communication, and promoting a culture of respect.
- Foster awareness of the potential negative consequences of desk appropriation through internal communications.

3. Organizational Support:

- Ensure that employees feel supported in reporting incidents of desk appropriation without fear of reprisal.
- Provide resources for conflict resolution and employee assistance programs to address underlying workplace tensions.

Discussion

Interpretation of Findings

The prevalence of desk appropriation, as indicated by the study, highlights the significance of understanding and addressing this phenomenon within the organizational context. The findings regarding power dynamics and office politics provide valuable insights into the motivations behind desk appropriation, emphasizing the need to consider broader interpersonal relationships and hierarchies within the workplace.

Implications for Employee Well-being

The study's revelation of the psychological impact of desk appropriation on employees underscores the importance of prioritizing employee well-being in organizational strategies. The heightened stress and diminished job satisfaction reported by affected employees emphasize the potential consequences of territorial behaviors on the mental health and overall job experience of individuals within the organization.

Organizational Culture and Collaboration

The negative influence of desk appropriation on teamwork, collaboration, and organizational culture underscores its potential ripple effect throughout the workplace. A strained and insecure work environment can impede productivity and hinder the development of a positive and cohesive organizational culture. Organizations should recognize the interconnectedness of individual experiences and broader cultural dynamics.

Coping Mechanisms and Organizational Responses

The coping strategies employed by employees and the organizational responses to desk appropriation reveal the importance of both individual resilience and proactive organizational measures. Providing employees with effective coping mechanisms, coupled with swift and fair resolution by the organization, can contribute to mitigating the negative effects of desk appropriation and fostering a more supportive workplace.

CONCLUSION

Conclusion

In conclusion, the study provides valuable insights into the complex phenomenon of desk appropriation within organizational settings. The implications for employee well-being, organizational culture, and collaboration underscore the need for a holistic approach to addressing this issue. By implementing the recommended HRM practices and continuing to explore the dynamics of territorial behaviors in the workplace, organizations can strive to create environments that foster a sense of belonging, collaboration, and overall employee satisfaction.

Limitations and Areas for Future Research

It is essential to acknowledge the limitations of the study, such as potential biases in self-reported data and the specificity of the organizational contexts examined. Future research could explore the long-term effects of desk appropriation, the role of organizational culture in preventing such behaviors, loyalty (Adrian et al., 2022), compliance (Chandra et al., 2023; Waletina & Anton, 2022), culture (Panjaitan et al., 2023), commitment (Pura, Sudarmo, et al., 2023), competency (Sudarmo et al., 2023), and the effectiveness of different intervention strategies.

Recommendation

Building upon the study's findings, the discussion extends to actionable recommendations for HRM practices. Clear policy development, comprehensive training programs, and organizational support mechanisms emerge as crucial components for addressing desk appropriation. These recommendations align with the broader goal of creating a workplace environment that promotes mutual respect, collaboration, and employee well-being.

REFERENCES

- Abd, I. M., Zubairi, M. M. K., & Kamil, G. H. (2023). The Mediating Role of the Participatory Leadership Style on the Effect of Job Stress on Job Performance. *Journal of Applied Business and Technology*, 4(3), 260–270. <https://doi.org/10.35145/jabt.v4i3.139>
- Adrian, K., Purwati, A. A., Rihman, S., Deli, M. M., & Momin, M. M. (2022). Effect of Relationship Marketing, Store Image, and Completeness of Product to Customer Loyalty through Trust as Variable Intervening (Study on Pakning Jaya Trade Business). *International Conference on Business Management and Accounting (ICOBIMA)*, 1(1), 164–180.
- Afriani, F. S. (2023). Analysis of the Implementation of PSAK 01 regarding the Presentation of Financial Reports at the Sherlina Oriflame Agent Marpoyan Pekanbaru. *Nexus Synergy: A Business Perspective*, 1(3), 109–137. <https://firstcierapublisher.com/index.php/nexus/article/view/55>
- Al-Somaidae, M. M., Joumaa, B. A., & Khalid, W. K. (2023). Toxic Workplace, Mental Health and Employee Well-being, the Moderator Role of Paternalistic Leadership, an Empirical Study. *Journal of Applied Business and Technology*, 4(2), 114–129. <https://doi.org/https://doi.org/10.35145/jabt.v4i2.126>
- Andi, Julina, Putra, R., & Swanto, D. J. (2022). The Influence of Competency, Career Development, Compensation and Organizational Commitment on Job Satisfaction and Performance of Public Junior High School Teacher on Bangko District, Rokan Hilir Regency. *International Conference on Business Management and Accounting (ICOBIMA)*, 1(1), 79–95.

- Atika, O., Junaedi, A. T., Purwati, A. A., & Mustafa, Z. (2022). Work Discipline, Leadership, and Job Satisfaction on Organizational Commitment and Teacher Performance of State Junior High School in Bangko District, Rokan Hillr Regency. *Journal of Applied Business and Technology*, 3(3), 251–262.
- Bakhtroini, Junaedi, A. T., & Putra, R. (2022). Motivation, Work Culture, Commitment, and Leadership Style on Job Satisfaction and Employee Performance in Pekerjaan Umum dan Penataan Ruang (PUPR) Services in Kampar District. *Journal of Applied Business and Technology*, 3(1), 86–101.
- Bongrini, E. (2023). Analysis of the Accounting Information System for Purchases of Merchandise in an Effort to Improve Internal Control at PT. Riau Abdi Sentosa. *Nexus Synergy: A Business Perspective*, 1(3), 138–167. <https://firstcierapublisher.com/index.php/nexus/article/view/56>
- Cameron, E., & Green, M. (2015). "Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change." *Kogan Page*.
- Chandra, T., Wijaya, E., Suryadiningrat, A., Chandra, S., Chandra, J., Indonesia, P., Dumas, P., & Office, T. (2023). Corporate Taxpayer Satisfaction and Compliance Analysis at Pratama Dumai Tax Office: Review of the Service System. *International Conference on Business Management and Accounting (ICOBIMA)*, 1(2), 429–442. <https://doi.org/https://doi.org/10.35145/icobima.v1i2.3071>
- Denison, D. R. (1990). "Corporate Culture and Organizational Effectiveness." John Wiley & Sons.
- Eddy, P. (2023). Research Example for Business Students : Analysis of the Number of Passengers Departing on Domestic and International Flights at 4 Main Indonesian Airports in 2014-2018. *Reflective: Education and Pedagogical Insights*, 1(2), 74–77. <http://firstcierapublisher.com/index.php/reflective/article/view/31>
- Fertis, G. R., et al. (2020). "Office Politics and Power Dynamics: A Multidimensional Analysis." *Journal of Applied Psychology*, 105(6), 667-682.
- Gusriani, D., Komandi, D., & Panjaitan, H. P. (2022). Leadership Style, Commitment, and Work Motivation on Job Satisfaction and Teacher Performance at the Vocational School of Multi Mekanik Masmur Pekanbaru. *Journal of Applied Business and Technology*, 3(2), 130–142.
- Harris, C., & Nelson, B. (2016). "Office Politics: A Double-Edged Sword in Organizational Life." *Journal of Management*, 42(7), 1836-1853.
- Hia, E. (2023). The Effect of Profitability on Cash Dividends in Consumer Goods Industry Sector Companies on the Indonesian Stock Exchange (Period 2015-2019). *Interconnection: An Economic Perspective Horizon*, 1(3), 105–124. <https://firstcierapublisher.com/index.php/interconnection/article/view/50>
- Hutaburak, M. B. (2020a). Analisis Penerapan Akuntansi pada Toko Frozen Food Sofwa di Pekanbaru. *Ektektik: Jurnal Pendidikan Ekonomi Dan Kewirausahaan*, 3(2), 134–144.
- Hutaburak, M. B. (2020b). Pengaruh Ukuran Perusahaan, Likuiditas, Leverage dan Profitabilitas terhadap Kelengkapan Pengungkapan Laporan Keuangan (Studi Empiris pada Perusahaan Manufaktur Sub Sektor Makanan dan Minuman yang Terdaftar di BEI). *Ektektik: Jurnal Pendidikan Ekonomi Dan Kewirausahaan*, 3(2), 145–169.
- Hutaburak, M. B. (2021). Pengaruh Teknologi Informasi dan Keahlian Komputer terhadap Sistem Informasi Akuntansi (Study Empiris pada PT , Putera Raja Sejahtera). *Ektektik: Jurnal Pendidikan Ekonomi Dan Kewirausahaan*, 4(2), 141–158.
- Hutaburak, M. B. (2022). Pengaruh Kinerja Keuangan terhadap Return Saham (Studi Empiris Pada Perusahaan Real Estate Dan Property Yang Terdaftar Di Bursa Efek Indonesia Periode 2015-2019). *Sains Akuntansi Dan Keuangan*, 1(3), 153–161.
- Irman, M., Suhendra, E. A., & Diana, H. (2021). Work Experience, Professionalism, Independence and the Application of Information Technology on Auditor Performance in Order to Increasing Audit Quality at the Financial Audit Agency of the Republic Indonesia Representative of the Riau Province. *Journal of Applied Business and Technology*, 2(3), 206–222. <https://doi.org/https://doi.org/10.35145/jabt.v2i3.78>
- Johnson, L. A., & Smith, R. H. (2015). "Territoriality at Work: Social Identity and Spatial Cues Shape Employees' Perceptions of Their Workspaces." *Journal of Environmental Psychology*, 43, 135-146.
- Jones, A. M., et al. (2018). "Navigating Open Spaces: Understanding Territorial Behaviors in Modern Work Environments." *Journal of Organizational Behavior*, 39(5), 632-648.
- Lazarus, R. S., & Folkman, S. (1984). "Stress, Appraisal, and Coping." New York: Springer.

- Maisur, H. (2023). Implementation of Income and Expense Recognition at AHASS Jaya Servis. *Nexus Synergy: A Business Perspective*, 1(3), 168–192. <https://firstcierapublisher.com/index.php/nexus/article/view/57>
- Michelson, G. (2010). "Territoriality in Organizations." *Academy of Management Review*, 35(1), 309-330.
- Ndiru, A. (2023). Analysis of the Effect of Financial Performance on Stock Returns in Manufacturing Companies (Basic Industry & Chemical Sector, Cement Sub-Sector Listed on the IDX for the 2018 - 2020 Period). *Interconnection: An Economic Perspective Horizon*, 1(3), 125–142. <https://firstcierapublisher.com/index.php/interconnection/article/view/51>
- Panjaitan, H. P., Awal, M., Komandi, D., Josephus Swanto Tjahjana, D., & Purnama, I. (2023). Organizational Culture, Leadership, and Competency on Job Satisfaction and Employees Performance at the Public Works and Spatial Planning Office of Pekanbaru. *International Conference on Business Management and Accounting (ICOBIMA)*, 1(2), 401–416. <https://doi.org/https://doi.org/10.35145/icobima.v1i2.3065>
- Purba, J. O., Christina, C., Wijaya, E., Andi, & Syahputra, H. (2023). Promotion, Brand Image, and Customer Relationship Management on Aluminum Purchase Decisions at PT Global Alumindo Perkasa. *Luxury: Landscape of Business Administration*, 1(1), 12–22. <https://firstcierapublisher.com/index.php/luxury/article/view/16>
- Purnama, I., Erica, S., Hafni, L., Purba, J. O., & Tjahjana, D. J. S. (2023). Promotion Strategies, Distribution, and Product Variations on Offline and Online Purchase Decisions at Aneka Salim Group Pekanbaru. *Interconnection: An Economic Perspective Horizon*, 1(1), 51–58. <https://firstcierapublisher.com/index.php/reflection/article/view/6>
- Putra, R., Farnila, V., Suyono, Tjahjana, D. J. S., & Renaldo, N. (2023). Determining Conceptual Model of Employee Satisfaction and Performance of PT Agung Automall inSoekarno Hatta Pekanbaru. *Luxury: Landscape of Business Administration*, 1(1), 44–52. <https://firstcierapublisher.com/index.php/luxury/article/view/20>
- Putra, R., Sudarno, Sutanto, J., Makhzin, & Suyono. (2023). Commitment, Discipline, and Work Environment on Job Satisfaction and Teacher Performance at SMK Negeri Tambusai Utara, Rokan Hulu District International Conference on Business Management and Accounting (ICOBIMA). *International Conference on Business Management and Accounting (ICOBIMA)*, 1(2), 417–428. <https://doi.org/https://doi.org/10.35145/icobima.v1i3.3070>
- Rahim, M. A. (2002). "Toward a Theory of Managing Organizational Conflict." *International Journal of Conflict Management*, 13(3), 206-235.
- Rusilawati, E. (2023). Mediation Effect of Work Motivation on the Relationship between Soft Skills and Hard Skills, and Impact on Employee Performance in Skincare Clinical. *International Conference on Business Management and Accounting*, 1(2), 475–483.
- Rusilawati, E., Purnama, I., Tjahjana, D. J. S., & Kudri, W. M. (2023). Locus of Control and Job Satisfaction on Employee Performance, Mediated by Organizational Citizenship Behavior among the Working Staff in the Accounting Department. *International Conference on Business Management and Accounting*, 1(2), 467–474. <https://doi.org/https://doi.org/10.35145/icobima.v1i2.3469>
- Robertson, I. T., & Cooper, C. L. (2011). *Well-being: Productivity and Happiness at Work*. Palgrave Macmillan.
- Sugita, K. (2023). Analysis of Tax Collection on Revenue from Tax Arrears (Empirical Study at KPP Pratama Tampan). *Interconnection: An Economic Perspective Horizon*, 1(3), 143–162. <https://firstcierapublisher.com/index.php/interconnection/article/view/52>
- Schein, E. H. (2010). *Organizational Culture and Leadership*. John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2016). *Research Method for Business A Skill-Building Approach Seventh Edition* (Seventh Ed). John Wiley & Sons. https://doi.org/10.1007/978-94-007-0753-5_102084
- Seniawan, Y., Junaedi, A. T., & Chandra, T. (2021). Increasing Effect of Employee Work Ethics and Training on Employee Performance and Service Quality at PT XL Axiata Riau. *Journal of Applied Business and Technology*, 2(3), 194–205.
- Smith, J., & Brown, K. (2017). "Power Dynamics in the Workplace: A Comprehensive Analysis." *Organizational Psychology Quarterly*, 6(3), 221-237.
- Sudarno, Sufitri, H., Junaedi, A. T., Tanjung, A. R., & Hutabunuk, M. B. (2023). Effect of Leadership Style,

Work Discipline, and Competency on Job Satisfaction and Performance of Dapodik Operator Employees in Bengkalis District. *International Conference on Business Management and Accounting (ICOBIMA)*, 1(2), 385–400. <https://doi.org/https://doi.org/10.35145/icobima.v1i2.3059>

Suyono, Ayu, D., Rusilawati, E., Kudri, W. M., & Renaldi, N. (2023). Marketing Mix on Customer Satisfaction at the Tax Consulting Office Dr. Sudarno, S. Pd., M. M., BKP and Colleagues Pekanbaru. *Journal of Applied Business and Technology*, 4(2), 198–213. <https://doi.org/https://doi.org/10.35145/jabt.v4i2.135>

Waletina, S., & Anton, (2022). Analysis the Effect of Tax Policy, Tax Amnesty Programme, Economic Growth, Inflation and Individual Taxpayer Compliance on Tax Receipt in Pekanbaru. *International Conference on Business Management and Accounting (ICOBIMA)*, 1(1), 24–39.

Wardana, A., Putra, R., & Panjaitan, H. P. (2022). Organizational Commitment, Competence, Motivation, and Work Culture on Job Satisfaction and Performance of the Kampar Police BHABINKAMTIBMAS. *Journal of Applied Business and Technology*, 3(1), 73–85.

Dominicus Josephus Swanto Tjahjana, et al

ORIGINALITY REPORT

10%

SIMILARITY INDEX

8%

INTERNET SOURCES

0%

PUBLICATIONS

4%

STUDENT PAPERS

PRIMARY SOURCES

1	repository.fe.unj.ac.id Internet Source	4%
2	assets.collegeessay.org Internet Source	2%
3	Submitted to Kingston University Student Paper	1%
4	e-jabt.org Internet Source	1%
5	Submitted to University of Nottingham Student Paper	1%
6	Submitted to The University of Law Ltd Student Paper	1%
7	Submitted to Liverpool John Moores University Student Paper	<1%
8	www.pertanika2.upm.edu.my Internet Source	<1%

Exclude quotes On

Exclude matches Off

Exclude bibliography On

Dominicus Josephus Swanto Tjahjana, et al

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8
