

The Effect of Manager-Employee Interpersonal Communication Effectiveness and Organizational Communication Climate on the Employee Performance in the Working Area of the Directorate General of State's Asset Office of North Sumatera

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Abstract

The objective of the research is to analyze the effectiveness of manager-employee interpersonal communication and organizational communication climate on the employee performance in the working area of the Directorate General of State's Assets Office of North Sumatera. The theories used are the theory of perspective humanism in the effectiveness of interpersonal communication suggested by Joseph A. Devito, the theory of communication climate dimension suggested by Redding, and the theory of employee performance suggested by Bernardin and Russel. The total population of the research is 169 employees, and the total samples are 118 employees taken using proportional sampling technique from 5 offices in the working area of the Directorate General of State's Asset Office of North Sumatera. The research employs the correlation method which is gathering the data by distributing questionnaires and analyzing it by using multiple linear regression tests. The results of the research show that manager-employee interpersonal communication effectiveness has significant effects on employee performance, organizational communication climate has significant effects on employee performance, and both manager-employee interpersonal communication effectiveness and organizational communication climate have significant effects on employee performance. Manager-employee interpersonal communication effectiveness and organizational communication affect 83.2% of employee performance. There are many factors not used in this study like office distances from home base, years of services, achievement motivation, level of income, and others. Good manager-employee communication and a conducive communication climate will increase employee performance.

Keywords

communication effectiveness;
organizational communication
climate; employee performance;
directorate general of state's
asset office of North Sumatera



I. Introduction

Communication plays a very important role in all activities man. A formal and informal organization illustrates the importance communication process for the sustainability of a system. A problem in an organization can arise because of errors in communication and problems This can be completed also with the communication process. The communication process is very needed by the organization to achieve its goals. Effective communication is the key in an organization to achieve the goals expected.

Organizational communication, both internal communication and communication External factors often receive more attention than the topic or subject others in the running of an organization. Organizational leaders usually discuss organizational communication

repeatedly, follow seminars related to communication, or look for appropriate communication-related materials to be implemented in the organization they lead. Communication is a popular topic because it is very close to organizational life. Lots The daily problems they face are related to communication. Problems and conflicts in an organization often occur because there is a communication error. Many people ignore the importance effective communication and how to communicate well because the emergence of the notion that communication is a very common thing in human life, always done at any time in every context. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021).

The problems and conflicts that occur are of course a barrier for an organization achieves the goals that have been set. Effective communication within an organization can influence overall organizational performance, as well as employee performance. Problem communication can result in large material losses and losses for other non-material for profit-oriented companies (profit). For organizations nonprofits such as government agencies, conflicts in communication can disrupt the service process, not achieving the targeted performance, even can damage the image of the government agency in the eyes of the public.

Communication is the process of delivering messages by someone to other people to tell, change attitudes, opinions or behavior either directly orally or indirectly through the media. In this communication requires a reciprocal relationship between the delivery of messages and recipients namely communicators and communicants (Hasbullah, et al: 2018). The communication process requires an understanding clause, it does not stop until the delivery of messages, ideas, or ideas. There are two forms of action in the communication process, namely the creation of messages and the interpretation of messages (Pace, 2013) One measure of the effectiveness of interpersonal communication refers to attachment or similarity to the stimulus conveyed by the communicator with understanding and response received by the communicant.

Effective communication process influenced by factors related to the delivery process messages and receiving messages. Communication between leaders and employees as part of communication internal organization in an organization is an interesting study to continue researched. During an organizational system that often changes, even transforms in the face of challenges, disruptive conditions, and demands to continue Innovating for the best result orientation, communication between leaders and employees is the key in achieving performance. Anyway great and the creativity of an idea will be meaningless if it is not implemented, and will not can be executed if it cannot be conveyed properly to the employees who have to do the job. The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Communication between management employees can be categorized as dyadic and face-to-face interpersonal communication. As stated by Devito (2011), based on the components of interpersonal communication is communication that occurs between two or more people, getting feedback immediately. In terms of relationships, interpersonal communication is communication between two people who have a close relationship, or other words, the relationship formed is clear and steady. Therefore Good relations and cooperation are needed in leadership-employee communication.

A study conducted by Reinott E de Vries, Anjelique Bakker - Pieper and Wyneke Oostenveld (2010) in their article entitled "Leadership = Communications? The Relations of Leader's Communicating Style with Leadership Styles, Knowledge, and Leadership Outcomes" states that In communicating with subordinates, leaders must show support, guarantees, and assurances. Humanistic communication is more effective for conveying

messages to subordinates rather than direct communication task-oriented. Thus communication interpersonal relationships between leaders and employees that are intertwined in a communication climate conducive and supportive are needed in the organization.

Organizational communication climate is part of the organizational climate, the two have a circular relationship. As part of the organizational climate, organizational communication climate is needed to encourage all members of organizations can perform their duties and functions safely and comfortably. With good communication a leader can instruct and delegate tasks comfortably, subordinates can convey problems encountered in completing the assigned tasks, employees can convey ideas for improvement for the company's effectiveness. Otherwise, a negative communication climate will make employees do not dare convey ideas, accept work with resentment and grumbling, and trigger destructive behaviors that will disrupt the organization.

The role of organizational communication climate is very important because it links the concepts, feelings, and expectations of organizational members. Member behavior organization can be explained by the concepts contained in climate communication. According to Redding, the communication climate of the organization is much more important rather than mere communication skills or techniques in creating an effective organization (Ruliana, 2018).

The explanation above illustrates that communication is needed by every organization, be it a profit-oriented organization (profit) or often referred to as companies or organizations engaged in the public sector such as government agencies. All government agencies are good at central and regional levels, starting from the village, sub-district, district/city levels, province, to the center requires effective communication. Communication must properly be nurtured starting from interpersonal, small group, large group, to internal and external stakeholders, even to the public.

The urgency of the role of communication in organizations, especially about with the achievement of organizational performance and employees responded by Ministry of Finance by creating a Performance Dialogue program as follows: regulated in the Decree of the Minister of Finance Number 590 of 2016 concerning Performance Dialogue Guidelines. This performance dialogue is carried out between leaders and employees officials or employees under him as part of the monitoring process and evaluation of performance. This performance dialogue consists of a dialogue on organizational performance and individual performance dialogue.

Decree of the Minister of Finance Number 590 of 2016 concerning Guidelines The Performance Dialogue contains the meaning of the Individual Performance Dialogue is a process of communication between superiors/supervisors (coach) and subordinates (coachees) to discuss the performance of subordinates. Individual performance dialogue activities are carried out face-to-face and formalized in application format. Of course Dialogue Individual performance is one of the communication activities carried out in addition to other face-to-face communication activities. Another reality that illustrates the importance of communication for agencies government is by establishing communication competence as one of the one standard of competence of the State Civil Apparatus (ASN). Ministerial regulation Empowerment of State Apparatus and Bureaucratic Reform Number 38 of 2017 concerning Competency Standards for Positions of State Civil Apparatus requires that All-State Civil Apparatus must have good communication competence good because the State Civil Apparatus is always expected to be the communicator have competencies that can support the communication process to run well. This is based on the

importance of an effective communication process in achieving organizational performance.

Various policies are designed in such a way with the aim that performance government agencies can make better progress from time to time. Organizational performance is a manifestation of all employee performance because all organizational targets are reduced to employee performance targets. Performance good employees will automatically produce good organizational performance good overall.

II. Review of Literature

2.1 Paradigm

The research paradigm is a broad set of perspectives and become the main concept in a research that will guide the activities or the research process. Paradigm is a normative thing which can give practitioners an idea of what to do carried out without having to consider the existential or epistemological long (Kriyantono, 2014:48). A researcher needs to consider three important components when carry out a research, (Creswell, 2014:6), namely:

- a. The assumptions of the paradigm or philosophical worldview that lead in a study.
- b. The research strategy that must be carried out by researchers is related to the assumptions of the paradigm.
- c. Specific methods or procedures capable of translating strategy the research into real practice to be applied in study.

Thomas Kuhn said that a paradigm is not just a theory, but is a pattern or model that becomes a consensus or agreement that used as an analytical tool. Paradigm is also used as concepts in communication and the research carried out in them. Creswell views the paradigm as a world view that has meaning basic beliefs that guide every action. So thus, Paradigm can be interpreted as a guideline that becomes a reference for a researcher in revealing phenomena that occur through activities research he did (Arifin, 2012:146).

Departing from an explanation of the essence of the paradigm in a research by the experts above, the authors conclude that the determination of the paradigm will become an important basis for determining the next action to be taken designed by the author in this research study. Paradigm will guide authors to determine the research methodology and data analysis techniques used used so that research can get good results.

This study uses a positivistic paradigm. positivistic paradigm first introduced by August Comte. According to August Comte, The positivistic paradigm is the flow of the paradigm of thought in philosophy that explains that the truth in social phenomena can only be tested by scientific observations (Danandjaya, 2015:12). In addition, the positivistic paradigm is a paradigm that describes that the only valid and empirical knowledge is science. While the phenomenon what is happening in society or the environment will be in line with object of knowledge (Irwan, 2018:27). Reality is treated as something that can be classified, relatively fixed concrete, observable, measurable, and form a causal relationship consequences in the positivistic paradigm. The author emphasizes on employee performance is something that can be influenced by the effectiveness of communication interpersonal interpersonal superior to subordinates and communication climate organization, this needs to be proven by research conducted on a certain population or sample to test a predetermined hypothesis (Sugiyono, 2011:11).

The positivistic paradigm used in this study is expected able to analyze the effect of the effectiveness of interpersonal communication between leaders and employees and

organizational communication climate on the performance of employees in the company North Sumatra Regional Office of DJKN.

2.2 Previous Similar Research

One of the studies conducted by Ashish Mahajan, James W. Bishop and Dow Scott in 2012 under the title “Does Trust in Top Management Mediated Top Management Communication, Employee Involvement, and Organizational Commitment Relationship” published in the Journal of Managerial Issues, Summer 2014 Volume 24 Number 2 can be used as a reference in this study. The research aims to see that the level of trust in superiors is mediated by the process leadership communication, employee engagement, and organizational commitment.

This research was conducted with a simultaneous survey of 242 people subordinates and against 19 superiors. This research is correlational aims to find a relationship between the level of trust in leaders who influenced by superior communication, employee engagement, and commitment organization. The results of this study indicate that partially the three variables tested has a significant effect on the dependent variable. This research also proves that employees will respond positively to a organization if employees are invited to communicate and are involved in determining organizational goals. Important results from this study indicate the level of trust in superiors (leaders) is determined by the communication process carried out by the leadership and organizational commitment to its employees.

At the end of the study, Asish, James, and Scott provide suggestions based on the results of the empirical data analysis conducted, so that the leadership is proactive and open in providing clear and complete information to employees, in communicating with employees. Leadership communication not only increase organizational commitment but also generate positive orientation and perception of employees towards their organization which at ultimately can improve employee performance in the organization. Suggestion from This research is an input for researchers to increasingly believe that there is an influence between the effectiveness of leadership-employee communication and climate communication on employee performance. Other research that can be used as a reference include: research conducted by Sri Rahayu with the title CommunicationInterpersonal, Principal Leadership, Organizational Culture Against Work Motivation and its impact on job satisfaction, Journal of Management Education Volume 3 Number 02 October 2017. This research was conducted with a quantitative approach with the correlational method. Population used in this study were 433 teachers with a total sample of 182 people. From the results of the study, it was found that the results of the analysis of the influence of communication interpersonal on work motivation have a significant influence. Of the three variables x in this study, interpersonal communication is a variable that has the highest significant effect on work motivation compared to leadership and organizational culture. Other analysis results obtained in this study are Simultaneously there is the influence of interpersonal communication and organizational culture on the work motivation of teachers. The result of calculated F which is in the number 11.807 is above the F table which is at 2,420. The calculation results show the influence of interpersonal communication and organizational culture on work motivation is simultaneously significant.

The two research results are input for researchers to see that interpersonal communication and organizational culture affect motivation work. Work motivation is one of the predictors of an employee's performance so that from this relationship the researcher makes research that is done by Rahayu as a reference to understand the factors that affect

employee performance. Research conducted by M. Agus Humaidi and Abdul Hakim in 2018 with the title Analysis of Interpersonal Communication and Communication Climate with Employee Work Motivation, Thesis of the Postgraduate Program in Communication Studies, Kalimantan Islamic University. This study aims to determine interpersonal communication relationship and communication climate on performance employees at the Department of Population and Civil Registration Banjarmasin. Research with a quantitative approach is carried out using a survey method with a sample of 45 respondents.

2.3 Understanding Interpersonal Communication

Communication occurs in various dimensions of human life and is an activity that cannot be separated from social life. In the development of communication science, various definitions of communication were coined by experts. Various definitions emerge from the frame and focus of reality where someone emphasizes this aspect of communication. Various definitions produce various points of view which eventually give rise to theories diverse communication (Littlejohn, 2017:5).

Communication can be defined as the act of sending and receiving a message that one or more people commit, where the action occurs in a certain context, has a certain influence, and opportunity for feedback. The communication process can be distorted by interference (noise) which also affects the effectiveness of process communication. (Devito, 2011:24).

Furthermore, Harold Lasswell explained that communication consists of: five elements, namely the communicator (Who says), the message (what in), the media (which channel), communicant (to whom), and effect (with what effect). Communication that Effectiveness occurs if the message conveyed by the communicator can be received by communicating well, and the communicant provides feedback as expected by the communicant. In the process of exchanging messages, the same meaning between the communicator and the communicant is one of the goals of communication.

Communicators, as one of the important elements in determining communication effectiveness of interpersonal communication. Communicators are expected to have good communication competence in delivering messages so that the process of communication can run smoothly.

Based on its form, communication consists of 4 (four) forms, namely: interpersonal communication or what is often referred to as communication interpersonal communication, group communication, mass communication, and media communication new (new media). The first form is interpersonal communication is direct communication between the communicator and the communicant can be done face-to-face or not, and can get feedback return immediately (Devito, 2011:252).

Interpersonal communication is the process of exchanging information between someone with at least one other or usually between two people which can be directly known in return (Muhammad, 2015: 159). Communication Interpersonal involves the perception of and relationships with other people. Communication interpersonal or interpersonal communication can also be defined based on dyadic relationships. Devito defines interpersonal communication as a communication that takes place between two people who have a relationship steady and clear (Devito, 2011:252). Experts have different definitions regarding communication interpersonal. Adler (Nurbani, 2019:1.5) defines interpersonal communication in two definitions. The first definition is the situational definition, where Interpersonal communication is defined as communication that occurs between a small number of people who are closely related, have access to for example,

how often do you see each other, interact, and how easy is it? get feedback. The second definition is qualitative, communication Interpersonal focus is not on the number of people interacting, but on the quality of interaction among individuals involved in communication. Interpersonal communication includes various types of relationships ranging from the most relaxed to the most enduring. Two approaches that focused on the study of interpersonal communication is how many people are involved and how the level of quality and intimacy of communication occurs (Tubbs, 2012:258).

III. Research Method

The research method can be interpreted as a scientific way of obtaining data with specific purposes and uses. Departing from In this sense, four keywords are the focus of attention in the definition of research methods, namely: scientific method, data, purposes, and uses. The scientific method means that research activities are based on the characteristics of scientific (rational, empirical, and systematic). Rationale means research activities carried out in ways that can be understood by humans (reasonable).

Empirical means that the methods used in research can be observed by human senses so that other people can observe and know these ways. Systematic means the research process uses steps logical. (Sugiyono, 2012:3) Ansari and Mswati (2017: 11) said that there are many types of and the variety of research that can be carried out, depending on the objectives, approaches, field of science, place, level of explanation, and others. From the point of view of the purpose,

The research methods that are often used are exploration, description, and explanation. Meanwhile, if viewed from the method, the research consists of:

- a. Survey research is research conducted to generalize non-depth observations and this study carried out on large populations and small populations.
- b. Experimental research is research conducted to looking for the influence between variables which is usually done in a laboratory under strictly controlled conditions.
- c. Ex-post-facto research is research conducted to find out cause of an event, this research is usually carried out to examine events that have happened before.
- d. Naturalistic or qualitative research is research that is carried out researchers to examine a natural condition, where the results of the research more emphasis on the meaning of a phenomenon. In this research, researchers act as key instruments and data collection techniques used is inductive.

In addition to the four types above, there are also several types of research that in terms of method. Meanwhile, if viewed from the level of explanation, the research consists of three types of research as follows:

1. Descriptive research is research conducted on one or more more variables, carried out to find out about the independent variables so that the researcher did not connect or did not make comparisons between one variable with another variable;
2. Comparative research is research conducted by examining one variable with more than one sample, or research that done by comparing one variable with another variable, as well as research that compares a variable in a different period different;
3. Associative research is research whose results are used by researchers to form a theory, which is carried out with the aim of know the relationship between one variable to another. Arikunto (Anshori and Iswati, 2017: 24-25) said that research in terms of problems or problems consists of three types, among others:

- a. Descriptive research is research conducted to find out status and describe the current phenomenon. Study This descriptive includes historical, survey, and philosophical research;
- b. Comparative research is research conducted by researchers to look for problems and differences in a phenomenon by comparing two or more phenomena;
- c. Correlation research is research conducted with the aim of Look for the relationship between two kinds of related problems. Correlation These are parallel correlations and causal correlations.

The research methods used by the researchers in this study are: correlational. This type of research will be used by the author to find out the influence between the effectiveness of interpersonal communication between leaders and employees, and organizational communication climate on employee performance, while the approach used by the researcher is quantitative.

IV. Results and Discussion

4.1 Respondents Overview

The following describes the findings of the research on the characteristics of respondents including age, gender, education level, class position and income level. This data was obtained from the results of distributing questionnaires to 118 respondents spread over 5 offices consisting of 1 regional office and 4 vertical operational office in the working area of the Regional Office of the Directorate General North Sumatra State Wealth.

4.2 Respondents by Age

Employees who work in the work area of the North Sumatra DJKN Regional Office are individuals with different characteristics. Age is a characteristic that can distinguish thinking and behavior, someone, to something. The age difference is also relevant to describe differences in experience (field of experience) and frames of reference (frame of references) someone. Of course, this influences on respondents' thoughts in answering the questions posed in this research.

Table 1. Number of Respondents by Age

Ages	Values	Percentages (%)
Under 25 Ages	7	5,9
25 years to 40 years	53	44,9
41 years to 55 years	53	44,9
Up 55 years	5	4,3

Furthermore, the table above is presented in the following pie chart in Figure 1.

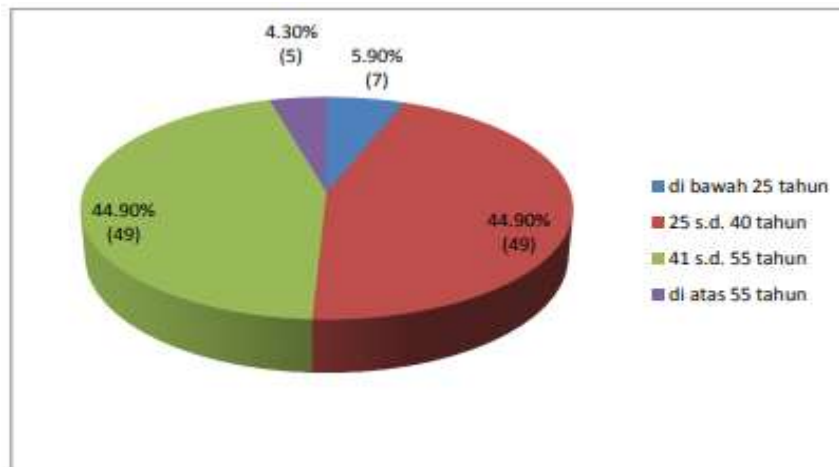


Figure 1. *Characteristics of Respondents by Age*

From the other figure, it can be seen that the respondents in this study dominated by the age group of 25 s.d. 40 years as many as 53 people (44.9%) and 41 s.d. 55 years as many as 53 people (44.9%). The age group above 55 years consists of 5 people (4.3%), while the age group under 25 years amounted to 7 people (5.9%). The age classification is adjusted according to generation level, namely: the generation above 55 years old is called babyboomers, the generation aged 41 s.d. 55 years is called generation X, the generation aged 25 s.d. 40 years is called Generation Y or often known as millennials, and the generation aged under 25 years is called Generation Z.

The data above illustrates that the majority of respondents are X and the millennial generation are in the mature and productive working age range, included in the category of individuals who can think maturely and determine his attitude. Researchers believe that all respondents have 5.90% (7) 44.90% (49) 44.90% (49) 4.30% (5) under 25 years old 25 to 40 years 41 to 55 years old over 55 years old high confidence and a clear attitude in terms of answering the questions posed in this research questionnaire.

Of the total respondents, there are only 5 (4.3%) respondents who are in the level of the baby boomer generation, the rest are in the category of Generation X, Millennials, and Generation Z. These three generations fall into the category active digital users whose daily activities are familiar with use of digital applications while the baby boomer generation is known as a generation that has migrated from the conventional world to the multi-faceted world digital, so that filling out the questionnaire through the google form it is believed that they do not face many obstacles because almost all of the respondents are people who are accustomed to using technology in their activities daily.

4.3 Validity Test Results

The researcher conducted a validity test to ensure the level of validity of the measuring instrument designed in the questionnaire in the form of statements used in data collection. Researchers use the Pearson method in testing the validity, with the SPSS for Windows application tool version 26.0 with a significance level of 5%. Validity test was carried out on 50 items questions that have been prepared by researchers to measure the independent variables and dependent variable. Researchers have tested the validity using the Spearman formula Correlation and the following results are listed in the table below this :

Table 2. Item Validity

No	Variabel	Value Item	Valid Item
1	Communication effectiveness interpersonal Interpersonal Employee-leader (X1)	16	15
2	Organizational Communication Climate (X2)	17	17
3	Employee Performance (Y)	17	17

The details of the validity test results above are in the form of 49 valid statements and 1 item invalid statement is presented in table 3.4 below. Validity Questionnaire statement items are seen in the results of questionnaire data processing on the corrective item-total correlation column. Validity test is carried out with the level of 5% significance (at the 0.05 sig 2 tailed levels).

4.4 Reliability Test Results

The reliability test shows the level of consistency of an instrument used to measure research variables, indicating the extent to which the results a reliable measurement. Good research reliability is shown with the consistency of the scores obtained even on different occasions different. A good questionnaire in a quantitative study must meet the validity test and reliability test.

The reliability test in this study used Cronbach's. Method Alpha by using the SPSS26 program with a testing scale based on the scale presented by Siswanto and Suyanto. Reliability In general, in the range of 0.00 to 0.20 it is declared unfavorable, while in above 0.20 to 0.40 is considered quite good, then above 0.40 to 0.60 declared quite good, then those above 0.60 to 0.80 were declared good, and in the range above 0.80 to 1.00 is said to be very good.

V. Conclusion

Based on the results of the research that has been done, it can be concluded that Effectiveness of Leader-Employee Interpersonal Communication and Communication Climate Organization has a significant effect on employee performance in the work area North Sumatra DJKN Regional Office, either partially or simultaneously. The conclusions obtained in this research are summarized as follows:

1. Effectiveness of Leader-Employee Communication has a significant effect on Employee Performance in the work area of the Regional Office of the DJKN North Sumatra. The results of this study also prove that the theory used in research, namely the humanist perspective on communication effectiveness the interpersonal relationship proposed by Devito still survives and is feasible used to date. Humanist perspective applied in the world bureaucracy is very good for improving employee performance.
2. Organizational Communication Climate has a significant effect on performance employees in the working area of the Regional Office of the DJKN North Sumatra. The results of this study at the same time proves that the dimensions of the communication climate stated by Redding is still relevant and valid today, the more positive and conducive organizational communication climate, the more good/improved employee performance is achieved. Effect comparison between the effectiveness of leadership-employee communication on employee performance and the influence of organizational communication climate on employee performance in this research can also prove Redding's statement.

3. Stated that “the climate of organization is more crucial than are communication skills or techniques (taken by themselves) in creating an effective organization”. The equation analysis of the regression results shows that organizational communication climate has a higher regression coefficient greater than the effectiveness of organizational communication, so it can be described organizational communication climate affects the achievement of performance employees than the effectiveness of leader-employee communication (in the words key if tested partially/separately).
4. Simultaneous test results show that Effectiveness Leadership-Employee Communication and Organizational Communication Climate together have a significant effect on employee performance in the region the work of the North Sumatra DJKN Regional Office. It can be concluded that the variable independent and dependent variables tested in this study have an influence so strong that they cannot be separated from one another. Effectiveness leadership-employee interpersonal communication and communication climate the organization gives an influence of 83.2% of employee performance in the region The work of the North Sumatra DJKN Regional Office, while the remaining 16.8% is influenced by other factors outside of the variables tested in this study such as conditions assignment placements that can result in cultured shock, remaining tasks that can reduce work motivation, and other factors.

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