

# The Communication Effectiveness of Garden Circle Organization in Improving the Performance of Nusantara Plantation Employees, PTPN II Bandar Kliffa Plantations and PTPN III Sei Putih Plantations in North Sumatra, (Islamic Perspective Study)

Selamat Riadi<sup>1</sup>, Syukur Kholil<sup>2</sup>, Yusnadi<sup>3</sup>

<sup>1,2,3</sup>Universitas Islam Negeri Sumatera Utara, Medan, Indonesia  
[selamatriadi.kom@gmail.com](mailto:selamatriadi.kom@gmail.com)

## Abstract

*This study aims to analyze: (1) Clarity of information in implementing the garden circle communication in improving the performance employees, (2) Situation of garden circle communication environment is carried out in improving the performance employees. (3) Communicator manners communicate with employees in improving the performance employees, and (4) Implementation of Islamic communication principles in the garden circle in improving the performance employees. This research uses a qualitative approach with descriptive methods. Research subjects include managers, security personnel, assistants, foremen and implementing employees at Nusantara II and III Plantations on garden circle activities. Data collection techniques through interviews, observation and documentation. Data were analyzed using the Miles and Huberman model technique. The results showed that the circle of the garden provides clarity of information, creates a conducive communication environment situation and shows manners in communication, and uses the principles of Islamic communication in the implementation of the garden circle. Thus the communication around the garden is quite effective in improving the performance of employees of Nusantara II Bandar Kliffa and PTPN III Sei Putih Plantations.*

## Keywords

communication effectiveness;  
garden circle organization;  
improve performance on  
plantations



## I. Introduction

Nusantara Plantation in Indonesia has a very large plantation land and a challenge for the community to develop it. Plantations originated from the Dutch colony which started from the VOC period which required forced labor in the plantation sector. While the colonial legacy requires us to process it into natural resources that are in high demand of the world such as rubber and palm oil plants. In controlling plantations needed reliable human resources (HR) who a part of the garden circle.

Garden circle is a term in plantations both in Nusantara Plantation Company and also in National and Foreign Private Companies in Indonesia. So the company needs employees who are reliable and optimal in carrying out in achieving the target. The touch of communication to the employee becomes very strong, an employee who works in the field psychologically by draining his energy, the role of the farm leader is expected to communicate humanistically, whether this is known by the farm leader. Conflict between executing employees and other employees and leaders that will end up detrimental to the company.

Leadership factors determine the effectiveness of communication. A communicator's leadership can put pressure on others because the leader has effective resources that cause others to submit to him. The effectiveness of garden circle communication is also determined by the message factor. That effective communication messages are clearly understandable will more easily have an effect on the communicant. Muhammadiyah (2019) states Leadership style is a pattern of behavior of a typical leader when he influences his people, what is chosen by the leader to be done, the way the leader acts in influencing the group to form the leadership of his leader.

Every day in plantations generally employees will communicate between assistants, foremen, and implementing employees. Estate leaders who have a high understanding of gardens or credibility make a source of motivation and attractiveness, power and ability to manage good communication messages, clear in delivery and easy to understand to be the main key in instilling good motivation towards their employees. When communicating with employees in the field, an assistant consciously or unconsciously shows the effectiveness of his communication skills to employees. Then the set of assistants are required to be able to apply the effectiveness of organizational communication to employees through garden circle communication. When a farm leader implements the effectiveness of organizational communication in the garden circle, the garden assistant is essentially instilling the organization's value in the plantation to the garden employee.

In routines in the plantation environment, a farm employee can be sure to use communication and always interact with the community inside and outside the garden, in the context of the effective communication of the organization of the garden circle an assistant occupies a strategic position in terms of the cultural sustainability of the garden circle, not only assigned to produce production, targets, planted but also must provide protection and provide hope for the future and family life.

As an assistant, it is expected to have technical and non-technical knowledge in providing information when the garden circle is carried out, particularly the effectiveness of organizational communication on the garden circle. The credibility of the assistant in the form of good, honest and fair behavior reflected in the communication of openness, intimacy, warmth, politeness and politeness will be a good example for employees.

Human resources, which become the driving sector of plantation companies, must be synergized. The problems that occur in Nusantara Plantations, especially the tribal homogeneity in plantations, are a challenge that requires that a plantation assistant has sufficient competence and ability to explain in front of employees. Human Resources area crucial problem in an organization to be considered for the progress of the organization or company as expected. Human Resource Development as an effort to improve the quality of the personality, knowledge, skills and abilities of employees. The quality of employees has multi dimensions and has a broad scope along with changing needs (Irfansyah, 2020). The relevant social context determines which categorization seems most suitable to provide a meaningful organization (Saragih et al 2019).

The problem of a plantation employee between, assistant, foreman and field employees (harvesting, fertilizing, deres, dodos, spraying, transportation, and nursery) are often the case of miss communication, because the assistant is demanded of production targets while temporary field workers or based on working hours only.

The effectiveness of organizational communication provides scope that has been held long ago, so garden assistants are required to play a role and be responsible so that they have the ability to communicate effectively. Farm assistants need to be aware of this, namely that in carrying out activities the garden circle has rules, morning circle (morning apple), work

simulation, randomization (division of work / block boundary), quality check, afternoon apple in the palm and rubber fields. Communication process the garden circle organization strengthens researchers who hope to find communication models in plantations.

Activities in plantations occur a lot of the touch of instructional communication in carrying it out. Then the communication process becomes very supportive to provide understanding that in plantations there is a habit called garden circle. So that the effectiveness of the garden circle for an assistant can understand that this is a binding system in the plantation world and familiarizes the behavior of being an assistant.

## II. Review of Literature

### 2.1 Communication and Garden Circle Dialogue

Communication is not the transfer of knowledge, but the encounter of dialogue subjects in the search for the significance of the object of the process of knowing and thinking according to Freire (Dharma 2016, 185). In communication that operates through words, thought-language-context-reality relations or reality that can not be broken.

According to Samsuddin (2019) Communication is a process where individuals in their relationships with other individuals, in groups, in organizations, and in society to provide information. Communication aims to tell or change the attitude, opinion, or behavior. In terms of the statement conveyer, communication that is informative and persuasive.

Judging from the process, knowledge is communication in the sense that in the process involved two components consisting of humans, namely teachers as communicators and students as communicants. Typically at the lower and middle levels of the instructor. The purpose of education is specific or specific, namely increasing one's knowledge about a matter so that it can be mastered and the purpose of education will be achieved if the process is communicative because if the process is not communicative then the educational goal cannot be achieved.

Communication in the form of a two-way discussion in the teaching and learning process takes place very effectively, both between the instructor and students and among the students themselves because the mechanism allows the student to get used to expressing arguments argumentatively.

According to Friere in (Dharma, 2016; 188). Dialogue never occurs if the prerequisites for dialogue are not fulfilled. Dialogue is a learning situation that requires the following conditions to be met:

#### a. Dialogic Communication

According to Preire Dialogic Communication is a learning situation that is essential for the process of knowing. Dialogical communication is communication and intercommunication between people immune to bureaucratic awareness and open to discovery and to find out more.

#### b. Love

Dialogue is an act of world creation by humans who love the world, love their fellow humans and love life. Love is the foundation of dialogue. Dialogue cannot be realized without humility. Naming the world, the process of people re-creating the world permanently, cannot be an act of arrogance.

### **c. Deep Belief in Humans**

The next dialogue requirement is faith, confidence in humans who are able to name the world, create world, and color the world with all its diverse potentials. Dialogue can only occur with confidence in human nature as an autonomous being, having the ability to have transformative power.

### **d. Trust**

Basing on the mind, humility and belief, the dialogue will become a form of horizontal relationship where the nature of mutual trust between the perpetrators is a logical consequence.

### **e. Hope**

Dialogue is the behavior of subjects who love life, life that hopes for better changes, Hope is rooted in human imperfection, from here hope moves with a continuous search for a search that can only be carried out through dialogue with others muted, weakened, drowned, even run from reality.

### **f. Critical Thinking**

Correct dialogue cannot occur if participants are not seen in critical thinking. views that: "Critical thinking is thought that sees an inseparable relationship between man and the world without making a dichotomy between the two - thinking that sees reality as a process and change, rather than as a static entity - thinking that does not separate thought itself from action, but always struggling with the problems of the world without fearing risk. "

## **2.2 Profile of Garden Assistant**

Assistant comes from *to assist* = help. An assistant acts as a helper / help, can help managers and employees in carrying out all types of work in the field. In general, the Garden Assistant is divided into two, the Afdeling Assistant and the Factory.

In working an Assistant is required to:

#### 1) Having Skills and Knowledge.

Having specialist expertise ("know how and know when") and knowledge (know how / how, who / who, when / why, why / why, what / what and where / where)

#### 2) The ability to analyze and solve problems.

An assistant is able to analyze and solve problems by obtaining accurate, reliable and timely sources of information.

#### 3) Ability to organize.

With the expertise and knowledge possessed by an assistant, it is expected to be able to provide training, conduct evaluations and improve work performance, conduct delegations, be willing to release good employees for promotion and dare to act decisively for mistakes.

#### 4) Having motivation, communication skills and confidence. Motivation is a mental program that affects our lives.

## **2.3 The Implementation of the Garden Circle**

That the person who controls the wheels of activities in the garden is the head of the afdeling or the assistant afdeling is part of the foremost manager in a company. The manager holds the authority that determines the development of afdeling. Its position is very strategic, because it has a direct relationship with decision making and policies that are determined to

be carried out operationally by all of its subordinates in an afdeling area. The authority on afdeling policy must be accountable to the company.

Management in an affiliate can run well if the chief of afdeling, assistant afdeling or head of division is able to carry out their duties and authority as a manager. Afdeling Manager who is commonly called the head of afdeling in addition to being responsible for agronomic activities for an area of  $\pm$  600-700 hectares through operational supervision and control is also responsible for creating safe workplace conditions for the possibility of accidents in the work environment. And no less important is to create and foster harmonious relations with the local community.

From the above duties and authorities that the function of the head of afdeling in addition to being a human resource is also as community development. Its internal task is how to empower the potential that exists in afdeling and maintain employee work stability. For external tasks is how to maintain relationships with surrounding communities as part of company stakeholders to remain a partner for the company.

In carrying out their roles and duties, a head of afdeling has tasks assigned to daily, weekly, monthly and annual tasks. These tasks are carried out through the control and evaluation corridor. The form of accountability for an affiliate head can be to the head of the estate, estate manager, or administrator, depending on the form of organization structure of the company. In carrying out its functions and duties, the teamwork process must be formed in the internal afdeling.

The daily technical duties of a head of afdeling are as follows

1) Building a morning apple culture,

Good morning apple held by the administrator as the boss and followed by morning apple with the foreman and employees. From this morning apple, an intensive communication will be established on the problem to be carried out. In the morning apple with the foreman and employee will be explained throughout the work agenda for the day. The need for energy, the type of work and who will do it will be delivered at morning apple.

2) Control activities in the field.

In controlling activities in the field, the priority control system needs to be implemented. In controlling work, work is of a daily nature and uses material precedence. An example is fertilizer and chemical work. In this job the head of afdeling must be present in work activities. Even before doing the job the head of the afdeling must give a demonstration to the employee. How to use the equipment, what dosage, what purpose should be demonstrated to employees before the activity is carried out. This is so that the work that uses the material is really effective both in quality and quantity, and also does not occur a waste because when the implementation is not correct it will affect the needs of plants.

3) Conduct an afternoon evaluation.

Afternoon evaluation is very necessary, this is with the aim of seeing the problems faced by employees and foremen in the field. Of the problems that will be found a solution, which will be used as a repair the next day. So that the problem does not happen again.

## 2.4 The Structure of Authority and Obligations

In plantations there is the term traction, which is a Division / Unit of Work in the Plantation Organization whose duty is to ensure the smooth flow of transportation and assist the production of oil palm FFB (fresh fruit bunches) in oil palm plantations, especially

directed to ensure the smooth flow of transportation and the movement of all aspects of plantation activities .

Plantation Traction handles:

1. Repair / maintain machinery / vehicles / heavy equipment.
2. Distribution of transport equipment to Afdeling.
3. Repair / maintain infrastructure (roads, bridges, buildings).
4. Procurement of other infrastructure (harvesting point, concrete buist, and other agricultural equipment).

Function:

- Estate Manager: Establish policy.
- Askep: Assists in elaborating the policy of the Estate Manager.
- Assistant Afdeling: Coordination with Asst. Traction for unit needs.

The traction organization chart on a plantation usually consists of one traction staff member, whose position is parallel to the assistant Afdeling and equally under the manager of the garden (manager). The traction staff is in charge of the head of the handyman, head of the workshop, transport foreman, and traction cranes.

The function of the manager is to establish a work system for the traction unit. The function of the traction staff is to describe the manager's policies so that all the functions of the traction unit can technically, operationally and administratively achieve the goals efficiently and effectively. The function of the assistant afdeling is to coordinate with traction staff in terms of the needs of vehicles, work tools or machines and to actively participate in operational supervision in the field for the purpose of discipline, effective, efficient and up to date administration.

The authority and obligations of staff and traction employees must be clear so that traction and transportation work can be carried out properly and smoothly. The following description of their main authorities and obligations of traction staff:

- Conduct supervision / check the attendance of all traction officers (transport foremen and all operators, head of workshop and all mechanics, head of artisan and all artisan, krani) at 06.00 WIB.
- Check the suitability of transport equipment maintenance (routine checks: engine oil, radiator water, battery batteries, brake fluid, etc.) before the vehicle starts or is operated with the driver and transport foreman.
- Check the complete inventory of equipment according to the tool cards of each transport (wheel lock, spare tire, jack, shovel, hoe and so on).
- Checking the completeness of filling the daily task book of each transport (well-filled and can be understood by the driver / operator) and checking the carlog (well-filled and up to date)
- Assess / monitor the smoothness of transportation, especially production, in accordance with the distance and time needed for each afdeling, including monitoring the market situation and the condition of the motorway.
- In the afternoon, 17.00 - 20.00 WIB, assisting the transport foreman to arrange the assignment of each transport, based on the requirements of requests from each department to be more efficient.
- Make notes of the situation of irregularities in the transport trip recapitulation book, accompanied by making instructions to overcome them after consulting with the manager at the first opportunity.
- Assist / check krani transport in daily obligations as an administrative officer, both transport administration, spare parts, maintenance, costs and others to avoid data irregularities, delays in reports and so on.

- Establish daily tasks or the daily work plan of the head of the workshop and the head of the worker and their workers on a daily work board, check the results of the work, as well as provide instructions and arrange the layout of the workshop for ease and flexibility in working.
- Oversees the cleanliness of the environment and the safety of the transport, workshop and carpentry units.
- Checking the smooth operation of passenger vehicles and heavy equipment operations that are specifically operational in the field are overseen by an assistant or security officer.

### III. Research Methods

The method used in this study is a descriptive qualitative method, a research that emphasizes more on the analysis of deductive and inductive inference processes and on the analysis of the dynamics of the relationship between observed phenomena, using scientific logic. This does not mean that a qualitative approach does not use qualitative data support, but the emphasis is not on testing hypotheses but on trying to answer research questions through formal and argumentative ways of thinking.

Research subjects include managers, security personnel, assistants, foremen and implementing employees at PTPN II Bandar Kliffa and PTPN III Sei Putih Plantations on garden circle activities. Data collection techniques through interviews, observation and documentation. Data were analyzed using the Miles and Huberman model technique.

### IV. Discussion

1. Clarity of information in the implementation of garden circle communication in improving performance is the communicator conveying information about production targets, production achievements, work evaluations, division of work tasks and checking attendance or absence. Communicators use the implementation time at 04.15 WIB for rubber commodities and 06.00 WIB for oil palm commodities. For rubber commodity due to it is still very early with the consideration that more and more produces sap because in the psychology of rubber plants there is a metabolism of rubber called turgor which is the pressure on the latex. Determinants of clarity and accuracy of information delivery of individual employee achievement targets, division of work assignments, work limits for 1 person in a rubber plantation have a norm of responsibility  $\pm 450$  to 500 trees / 1 Ha. And for oil palm plantations work norms for 1 person  $\pm 450$  to 500/4 Ha, this is all adjusted to the condition of the land between the flat and hilly. Communicators divide each task in communication around the garden. Check attendance or attendance is expected to meet the number of jobs, equipment, health, and production achievements can be measured with the aim of being able to place the task in the morning, the strategy undertaken by the production target and deadline for workmanship. So the effectiveness of communication in the garden circle of clarity and accuracy in the garden circle is quite effective,
2. Situation of garden circle communication environment implemented in improving performance is the context of intonation and communicator language in the open environment with slightly higher intonation of the number of employees 40 to 50 people. Then the communicator understands the employee's situation from the level of education, age and physical condition of the employee then maintained harmony and good manners communicator. With a short time of approximately 15 to 20 minutes communicators convey information with easy-to-understand language flow, creating a conducive and effective situation in improving employee performance.

3. Communicator's manners of communicating with employees in improving performance is the success of the communicator showing two paradigms, first the leader of the garden must be able to understand the culture of the garden so that it is closer to the community in the garden in improving performance has a soul motivating employees. Secondly the communication skills of the garden circle organizing the system set on the target garden. Communicators and communicants always maintain ethics such as more guarding greetings, the use of polite words with great fun. In garden circle communication, communicators every morning also provide motivation for employees and show manners in communicating one way communication and two step flow communication.
4. The application of the principle of Islamic communication in the garden circle in enhancing performance is initiated by lining up employees, greeting, closing with prayers and yells. Then the implementation of the principles of Islamic communication in the garden circle, communicators create an active atmosphere by motivating employees, namely:
  - a) Qaulan Baligha (meaningful communication), the communicator in conveying the production target information is delivered by carrying out his work by the communicant on the basis of mutual benefit with the achievement of production and harmony.
  - b) Qaulan Maysura (easy communication), the communicator in communicating to the communicant is fun, the information conveyed can be carried out as well as possible to employees, by showing from the pleasant facial expressions of the employees.
  - c) Qaulan Ma'rufa (communication that is full of virtue), the communicator conveys the words to the communicant with full value in showing the quality of the communicator's words inviting goodness and preventing this negation shown when division of employee tasks.
  - d) Layulina Qaulan (communication with meek), Communicators convey information in the work evaluation indicated the number of words of advice to the communicant.
  - e) Kariulan Qaulan (noble remarks), the communicator realizes that employees are not offended by paying attention to their age, education and physical abilities.
  - f) Qaulan Sadida (strict communication), Communicator in delivering messages to employees when communication around the garden with a total of 40 to 50 people in the open room conveying messages using high and firm intonation with the aim of instruction and motivation, the delivery is clear and clear and easy to understand .

## V. Conclusion

The conclusion is that the circle of the garden provides clarity of information, creates a conducive communication environment situation and shows manners in communication, and uses the principles of Islamic communication in the implementation of the garden circle. Thus the communication around the garden is quite effective in improving the performance of employees of Nusantara II Bandar Kliffa and PTPN III Sei Putih Plantations.

Looking at the end of this research, several suggestions related to the problems raised in this study can be found, these suggestions include:

1. Delivering the information in the garden circle activities is not yet strong, at least the farm leader understands communication techniques so that the delivery of information about increasing production targets, production achievements, job evaluation, division of labor / tasks and attendance checks, is expected to be better.
2. Giving instructions in communication around the garden needs to understand the aspects of clarity, accuracy of the environmental situation, as well as cultural culture. This can



- improve harmonious relations in order to minimize the level of misunderstanding that is detrimental to the company.
3. The organizational communication process of the garden circle in particular needs to be maintained and becomes a reference material besides it needs to be developed by strengthening the existence of standard operating procedures (SOP) in the form of a handle for the leadership of the garden. This can be done through theoretical and practical books from the point of view of the plantation.
  4. Maintain and strengthen the culture of gardens in plantations such as the language around the garden more directed.

## References

- Ackof, L. Sistem Informasi. Yogyakarta: Andi Offset, 2000.
- Arni, Muhammad. Komunikasi organisasi. Jakarta: Bumi Aksara, 2007.
- Bernad, Chester I. The Executive Function. 1938.
- Chester, Bernad I. The Function of executive. English: Harvard University Press, 1968.
- Dharma, Kesuma, dan Teguh, Ibrahim. Struktur Fundamental Pedagogik. 1. Edited by M. Danda Wildani. Vol. 1. Bandung: PT Refika Aditama, 2016.
- Efendy, Onong Uchjana. Ilmu, Teori dan filsafat Komunikasi. Bandung: Citra Aditya Bakti, 2003.
- Fajar, Marhaen. Ilmu komunikasi teori & Paraktek. Yogyakarta: Graha Ilmu, 2009.
- Griffin, EM. "A First Look At Communication Theory." By Mc.Graw Hill. New York: [www..Afirtlook.com/meet\\_em](http://www.Afirtlook.com/meet_em), 2003.
- Hasbiansyah. effective communication. Unisba Bandung: Moss, Stewart L.tubbs dan Sylvia, 1996.
- Irfansyah. (2020). The Duties and Functions Performance of Aceh Human Resources Improvement Institutions in Scholarship Study Program Implementation in Aceh Governmen. Britain International of Humanities and Social Sciences (BIOHS) Journal, 160-165.
- James, Hall a. Sistem Informasi Akutansi. Jakarta: Salemba, 2007.
- Jhon M. Ivancevich, Robert Konopaske, Michael T. Matteson. Perilaku dan manajemen organisasi. Jakarta: Erlangga, 2006.
- Jogian. Abalsiis dan perancangan system informasi. Yogyakarta: Andi Offset, 2000.
- Joseph, Prokopenko. Productivity Management. Genewa : ILO: A. Practical Hanbook, 1987.
- Jurnal, Adinda Purnamasari Kaisuku. Proses Komunikasi Guru Dalam Mendidik Siswa Hiperaktif. Surabaya, 2013.
- Jurnal, Dhani Aprilian Maya Amelia Oesman. Penelitian Efektifitas Komunikasi Siswa SMP pada program Pemerintah Bandiung. Bandung, 2015.
- Jurnal, Engkus Suwarno . "Efektifitas komunikasi organisasi, terhadap aspek penting yang mempengaruhi efektifitas komunikasi oragnisasi." Mediator 562 (2001).
- Jurnal, Fitrayani Ryan. Peristiwa Komunikasi dan Kaitan Terhadap Teori Komunikasi. Telkom University, 2015.
- Jurnal, Irsyadi Siradjuddin. Analisis Serapan Tenaga Kerja Dan Pendapatan Petani kelapa sawit Di Kabupaten Pelalawan. Riau: Universitas Islam Negeri Sultan Syarif, 2016.
- Keith Davis, dan John W. Newstrom. Prilaku dalam organisasi. 7. Translated by Agus Dharma. Vol. 1. Jakarta: Arlangga, 1989.
- Kholil, Syukur. Komunikasi dalam Perspektif Islam. Vol. I. Bandung: Ciptapustaka Media, 2004.
- Kotler, Gary Armstrong and John P. prinsip-prinsip pemasaran. Jakarta: Erlangga, 2012.

- Luckman. *Dinamika Perlajanan PT. Nusantara Plantations III (Persero)*. Yogyakarta, 2009.
- Ludwig, Bartalanffy von. *General System Theory: Foundations, development Application*. New York: George Braziller, 1968.
- Mintzberg, Henry. *Structure in Five : Designing Effective Organization* New Jersey . Prentice hall, 1993.
- Moleong, Lexy J. *Metodologi Penelitian Kualitatif*. cet. 32. Bandung: Remaja Rosdakarya, 2014.
- Muhammad, and Hidayat, R. (2019). The Relationship between the Transformational Leadership Style of Madrasah Head and Work Discipline with the Performance of Teachers at MTsN Lima Puluh Batu Bara. *Britain International of Linguistics, Arts and Education Sciences (BIO LAE) Journal*, 175-182.
- Novitayani, Arnita. *Iklim komunikasi organisasi, motivasi kerja karyawan (Studi korelasi antara iklim komunikasi organisasi, motivasi kerja dengan presentasi di kalangan karyawan AJB. Bumi Putra Solo)*. Surakarta: Universitas Sebelas Maret, 2008.
- Onong, Uchjana. *Komunikasi teori dan praktek*. Bandung: PT. Remaja Rosdakarya, 1999.
- Pahan, Iyung. *Panduan Lengkap Kelapa Sawit. Cet II*. Jakarta: Penebar Swadaya, 2007.
- Paules.R, Weyne Pace and Don F. *Komunikasi Organisasi*. Bandung: Remaja Rosdakarya, 1998.
- Pelzer. *Toen Keboen dan Petani, Politik kolonial dan perjuangan Agraria di Sumatera Timur 1863-1947*. Jakarta: Sinar harapan, 1985.
- Piotz, Sztompka. *Sosiologi perubahan soisal*. Jakarta: Prenada, 2011.
- Pius, Partato dan M Dahlan Al Barry A. *Kamus Ilmiah Populer*. Surabaya: Akola, 1994.
- Rakhmat, jalaluddin. *psikologi komunikasi*. 1989.
- Richard M. Streers. Gerald R. Ungson and Richart, T. *Manging Effective Organizations an Introduction*. Boston. Massachusett: Kent Publissing Company, 1993.
- Robbin, Stephen P. *Prinsip-prinsip prilaku organisasi*. Kelima. Jakarta: Erlangga, 1999.
- Robbins, Stephen. *Perilaku Organisasi*. Jakarta: PT. Prenhallindo, 2001.
- Samsuddin, and Ananda, R. (2019). Communication of School Heads in Improving Education Performancein SMA Plus Private Vocationa School, Al-Azhar Medan. *Britain International of Linguistics, Arts and Education Sciences (BIO LAE) Journal*, 8-15.
- Saragih, Hisarma et al. 2019. The struggle of Batak Simalungun for their identity in Church organization in Simalungun, Medan, Indonesia. *Journal of Human Behavior in the Social Environment*, 693-704.
- Siagian, Sondang P. *Filsafat Adminstrasi*. Jakarta: Rineka Cipta, 1997.
- Siregar, Ashadi. "Kurikulum dan Pengembangan Studi Komunikasi." *Lokakarya Kurikulum Jurusan Ilmu Komunikasi FISIPOL UMY*. Yogyakarta, Juni 23, 1997.
- Syukur Kholil, Maulana Andinata Dalimunthe. *Isu-Isu Komunikasi Kontemporer*. Medan: Perdana Muliya sarana, 2015.
- Tribun. *Permasalahan cuti asisten kebun PTPN II tewas di tikam karyawannya*. Medan: Tribunnews.com, 2018.
- Warsita, Bambang. *Teknologi Pembelajaran: Landasan & Aplikasinya*. Jakarta: Rineka Cipta, 2008.
- Weber, Max. "Teori Birokrasi." *Isakuikikang.blogspot.co.id*, 2014.
- Wiryanto. *Pengantar Ilmu Komunikasi*. Jakarta: Grameja Wilasarana Indonesia, 2005.
- Wood, Julia T. *Komunikasi dan Teori Praktik (Komunikasi dalam Kehidupan Kita)*. edisi 6. Jakarta: Salemba Humanika, 2013.