

LEADERSHIP COMMUNICATION STRATEGY AT THE ADMINISTRATIVE BUREAU OF THE REGIONAL SECRETARIAT OF SOUTHEAST SULAWESI PROVINCE IN IMPROVING EMPLOYEE PERFORMANCE

STRATEGI KOMUNIKASI KEPEMIMPINAN DI LINGKUNGAN KERJA SEKRETARIAT DAERAH PROVINSI SULAWESI TENGGARA DALAM MENINGKATKAN KINERJA KARYAWAN

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ABSTRACT

This study aims to evaluate and analyze the communication strategy of leaders in the Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province in improving employee performance. An effective leadership communication strategy is considered crucial in creating a productive and efficient work environment. The methodology used in this study included in-depth interviews with employees at the Adpim Bureau to obtain their views on various aspects of leadership communication, including audience introduction, message drafting, method selection, and use of communication media. The results of the study show that the leaders at the Adpim Bureau of the Provincial Secretariat. South Sulawesi is actively implementing a communication strategy that involves the use of various communication media, such as face-to-face meetings and digital messaging, to ensure the clarity of information. The leadership also emphasized the importance of direct feedback and personal interaction to improve employee understanding and performance. This study identifies that clear and structured communication contributes significantly to improving employee performance, by reducing misunderstandings and facilitating effective task delivery. The conclusion of this study confirms that the communication strategies implemented by leaders greatly affect productivity and work efficiency. This study suggests that further research be conducted to explore leadership communication styles, conflict management strategies, optimization of communication media, support for employee career development, and better performance evaluation practices. This finding is expected to provide guidance for leaders at the Adpim Bureau and similar organizations in designing more effective communication strategies to improve employee performance.

Keywords: Communication Strategy, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi dan menganalisis strategi komunikasi pimpinan di Biro Administrasi Sekretariat Daerah Provinsi Sulawesi Tenggara dalam meningkatkan kinerja pegawai. Strategi komunikasi pimpinan yang efektif dinilai krusial dalam menciptakan lingkungan kerja yang produktif dan efisien. Metodologi yang digunakan dalam penelitian ini meliputi wawancara mendalam dengan pegawai di Biro Adpim untuk memperoleh pandangan mereka mengenai berbagai aspek komunikasi pimpinan, meliputi pengenalan audiens, penyusunan pesan, pemilihan metode, dan penggunaan media komunikasi. Hasil penelitian menunjukkan bahwa pimpinan di Biro Adpim Sekretariat Daerah Provinsi Sulawesi Selatan secara aktif menerapkan strategi komunikasi yang melibatkan penggunaan berbagai media komunikasi, seperti pertemuan tatap muka dan pesan digital, untuk memastikan kejelasan informasi. Pimpinan juga menekankan pentingnya umpan balik langsung dan interaksi personal untuk meningkatkan pemahaman dan kinerja pegawai. Penelitian ini mengidentifikasi bahwa komunikasi yang jelas dan terstruktur memberikan kontribusi yang signifikan terhadap peningkatan kinerja pegawai, dengan mengurangi kesalahpahaman dan memfasilitasi penyampaian tugas yang efektif. Kesimpulan penelitian ini menegaskan bahwa strategi komunikasi yang diterapkan

oleh pimpinan sangat mempengaruhi produktivitas dan efisiensi kerja. Penelitian ini menyarankan agar dilakukan penelitian lebih lanjut untuk mengeksplorasi gaya komunikasi kepemimpinan, strategi manajemen konflik, optimalisasi media komunikasi, dukungan untuk pengembangan karier karyawan, dan praktik evaluasi kinerja yang lebih baik. Temuan ini diharapkan dapat memberikan panduan bagi para pemimpin di Biro Adpim dan organisasi sejenis dalam merancang strategi komunikasi yang lebih efektif untuk meningkatkan kinerja karyawan.

Kata Kunci: *Strategi Komunikasi, Kinerja Karyawan*

1. INTRODUCTION

Based on the development of the organization in the Regional Secretariat of Southeast Sulawesi Province, there is a work unit that specifically handles tasks and functions in the field of Leadership Administration, namely the Leadership Administration Bureau (Adpim Bureau). The establishment of the Adpim Bureau is based on the Governor of Southeast Sulawesi Province Regulation Number 19 of 2021, which aims to optimize the implementation of the duties and functions of work units at the regional secretariat, especially those related to the Administration of Southeast Sulawesi Provincial Leadership.

The Adpim Bureau has a significant role in the publication of Southeast Sulawesi local government policies by reporting and reporting on government activities and leadership activities, such as those carried out by the Governor, Deputy Governor, and Regional Secretary. Through this activity, the Adpim Bureau aims to provide information that can be accessed by the people of Southeast Sulawesi, as well as document these activities. In addition, the Adpim Bureau also has the responsibility of documenting government and leadership activities. This documentation is an important source of information that is part of the history of the government and leadership of the Governor of Southeast Sulawesi in the future.

However, although the Adpim Bureau has an important role in supporting government and leadership activities, it is not clear to what extent the leadership communication strategy implemented by the Adpim Bureau in improving employee performance. Therefore, further research is needed to identify effective and relevant communication strategies that can assist the Adpim Bureau in improving the performance of its employees. According to Iqbal (2022), strategy is a crucial communication element in improving the quality of public services and avoiding policy implementation failures due to misunderstandings in communication. The communication misunderstanding factor can be detrimental to both stakeholders and the community, so there needs to be good coordination in the implementation of public services. This research is expected to provide a deeper understanding of the role of leadership communication in the context of Leadership Administration in the Regional Secretariat of Southeast Sulawesi Province.

This research was motivated by a number of problems identified during the initial observations conducted at the Leadership Administration Bureau at the Regional Secretariat of Southeast Sulawesi Province. These problems include aspects of employee attendance and discipline, limited time in completing tasks and lack of communication between employees and leaders at various levels. The existence of these problems has the potential to hinder employee performance, affect the quality and productivity of work in the Leadership Administration Bureau and can ultimately have a negative impact on their duties and responsibilities.

Observational data show that the problem of disciplined attendance, lack of proper time and lack of communication between employees and leaders requires special attention. This problem is not only individual but can also create a less conducive work environment and affect the motivation of employees as a whole. Therefore, there needs to be an effective communication strategy from the leadership of the Leadership Administration Bureau to improve employee performance.

Effective Communication

According to Widjaya (2000) communication is the delivery of information and understanding from one person to another, communication can be successful if mutual

understanding arises, that is, if both parties, the sender and the receiver of information can understand it. This does not mean that both parties have to agree on an idea, but what is important is that both parties understand the idea. In this situation, communication can be done well (communicative).

Communication is generally defined as the exchange of opinions or relationships between people either individually or in groups. Human communication is the process of forming meaning between two or more people. In this statement, communication refers to the value that can be achieved between the parties who communicate. According to Rahmawati (2014), communication is the exchange of information between two or more parties, the main function of communication is to convey information about facts, assumptions, attitudes, behaviors and similarities between individuals, groups and even organizations.

Communication is one of the most frequently explored dynamics in all areas of organizational behavior, but it is rarely fully understood. Effective communication is a basic prerequisite for achieving organizational goals and human resource management, but it remains one of the biggest problems in modern management. Communication is the exchange of information between two or more parties. Communication is not only in the form of transferring meaning but also understanding meaning. Communication is effective if, the message sent by the sender of the news is perceived exactly the same by the recipient of the news.

Performance

Performance is the result achieved from the behavior of organizational members (Gibson, 1988). The desired outcome of an organization from the behavior of the people in it is referred to as organizational performance. Organizational effectiveness as a concept has undergone various changes in its measurement and definition. The understanding and definition of organizational effectiveness in the academic literature and some management studies vary widely, so it remains a challenge and continues to evolve (Barney, 2001). Concept-related changes include efficiency, effectiveness, economy, quality, behavioral consistency, and normative behavior (Ricardo & Wade, 2001). According to Gavrea & Stegorean (2012) there is no universally accepted definition of organizational effectiveness. Here are some ideas to explain the concept of organizational effectiveness. 1) performance is a financial and non-financial tool that provides information about the achievement of goals and results; 2) performance is dynamic and requires consideration and interpretation; 3) performance is described using a quality model that describes how behavior can affect future outcomes; 4) performance is understood in different ways depending on the people involved in evaluating the effectiveness of the organization; 5) the concept of work requires knowledge of the nature of the elements for each area of responsibility, and 6) the ability to measure results to report on the level of organizational performance.

According to Jensen & Luthans (2006) performance is the quantity and quality of work or services that are actually performed by people who work in an organization. On the other hand, according to Fahmi, the definition of productivity is given by the results of the organization over a certain period of time. Thus, the effectiveness of an organization not only reflects the level of achievement and achievement of the goals that have been determined, but also the success of the manager or leader of the organization in managing the organization

Conceptual Framework

Conceptual framework is described as a conceptual model that connects theories to various factors that are considered important. This frame of mind is the basis or foundation that becomes the basis for other understandings. In other words, the framework is the most basic understanding and is the foundation for the entire thinking or research process that is carried out.

The importance of a framework in a study is to provide structure and direction for investigation. The framework helps researchers in organizing ideas, combining theories with

relevant factors, and establishing relationships between the variables being studied. Thus, the framework is an important tool in designing a research.



Source: Researcher Data Processing
Figure 1 Conceptual Framework of the Research

2. METHODS

2.1. Research Design

Research is a scientific activity related to a way of working (systematic) to understand an object or object of research, as an effort to find answers that can be scientifically accounted for and include its validity (Ruslan, 2010). A research method is a thorough way or strategy to find or obtain the necessary data. The research method needs to be differentiated from the data collection technique which is a more specific technique to obtain data (Soehartono, 2008).

The research method emerged because there was a paradigm change in looking at a reality/phenomenon/phenomenon. In this paradigm, social reality is seen as holistic, complex, dynamic, and full of meaning. Such a paradigm is called the post positivist paradigm, where in looking at symptoms, it is more singular, static, and concrete. The post positivist paradigm develops qualitative research and positivism develops quantitative methods.

2.2. Location and Time of Research

This research was conducted at the Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province which is located at the Bumi Pradja Anduonohu Complex, Kendari City. The research will be carried out from November 2023 to February 2024.

2.3. Research Data Sources

The main sources of data in qualitative research are words by informants, as well as supporting documents. Meanwhile, research informants are subjects who understand the information of the research object as actors and other people who understand the research object (Bungin, 2007).

According to Sugiyono (2012), when viewed from the data source, data collection can use primary and secondary sources. Primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors.

2.4. Data Collection Techniques

In research that uses a qualitative approach, research is a research instrument. The success of data collection is largely determined by the researcher's ability to live the social

situation that is the focus of the research. He can conduct interviews with the subject being studied, he must be able to observe social situations, which occur in real contexts, he can photograph phenomena, symbols and signs that occur, he may also record dialogues that occur. The researcher did not end the data collection phase, before he was convinced that the data collected from a variety of different sources and focused on the social situation being studied had been able to answer the research objectives.

2.5. Data Validation

Authors in qualitative research must try to get valid data, for that as a data analysis tool, it is necessary to use data triangulation. Triangulation is a data analysis approach that synthesizes data from various sources. In conducting this research, the author uses source triangulation. Source triangulation is the extraction of the truth of certain information through various sources to obtain data. Thus, source triangulation means comparing information obtained through different sources. In addition to interviews and observations, researchers can use participatory observations, written documents, archives, historical documents, official records, personal records or writings, and images or photographs.

2.6. Data Analysis Techniques

The next stage is to determine the method used to analyze the data after the data collection has been completed with the method that has been previously determined. The authors of this study used a qualitative descriptive data analysis method. Research on a particular phenomenon or population conducted by researchers from an individual, organizational, industry, or other perspective is also known as qualitative descriptive. It is a type of research that aims to provide a systematic and accurate overview of the characteristics of a particular population or area. Qualitative descriptive research usually does not require hypothesis testing or relationship search or explanation. Describing or explaining a problem with a sentence rather than a number is a qualitative descriptive definition. The data collected are words and pictures. Data were obtained from interview manuscripts, field notes, photographs, personal documents, memo notes and other official documents Indriantoro & Supomo (2002). In this data analyst technique, the author explains and describes the results of research that has been carried out and made in words or sentences, either obtained through in-depth interviews or observations. The purpose of this research is so that researchers are more familiar with the research environment and can go directly into the field. The author explained the data using sentences so as to gain an understanding of the communication strategy of the leadership of the Administration Bureau of the Regional Secretariat of Southeast Sulawesi Province in improving employee performance.

3. RESULTS

Leadership Communication Strategy at the Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province

The Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province has used various communication strategies to convey the message and goals of the organization clearly. These strategies include a systematic approach to getting to know the audience, crafting messages, determining communication methods, and choosing the right media.

In the Adpim Bureau of the Provincial Secretariat. Sulawesi leaders strive to provide inspiration and motivation to their employees and handle changes in the organization through regular meetings, proper communication tools, and digital technology. They also strive to communicate transparently and openly, and according to the individual needs and preferences of employees. It is hoped that clear and consistent communication can increase employee engagement, improve performance, and achieve common goals.

As part of this strategy, leaders also address communication issues, such as disapproval or misunderstanding of employees' policies or organizational direction, in a constructive and

solution-oriented way. Thus, the communication strategies implemented help develop individual performance and help achieve the overall vision and mission of the Adpim Bureau of the Provincial Secretariat. South Sulawesi.

According to Rahmawati (2014), communication is the exchange of information between two or more parties, the main function of communication is to convey information about facts, assumptions, attitudes, behaviors and similarities between individuals, groups and even organizations. The following is the informant's response regarding the leadership communication strategy at the Adpim Bureau of the Provincial Secretariat. South Sulawesi.

Leadership Communication Strategies in Improving Employee Performance

Leaders at the Adpim Bureau of the Provincial Secretariat. Sulawesi improves employee performance through communication, this discussion focuses on communication strategies implemented to achieve these goals. Next, we explore how leaders use a variety of communication approaches to motivate, guide, and improve employee performance. This discussion provides in-depth insight into the concrete steps taken by leaders in utilizing communication as a tool for employee performance development, as well as the effectiveness of the strategy in achieving the desired results.

Understanding the impact of leadership communication on employee performance, the following explanation explores how communication conducted by leaders affects the way employees work. The next informant shared their views on how the leader's communication approach contributed to their motivation, effectiveness, and work output. The results of this explanation provide a clearer picture of the relationship between leadership communication strategies and employee performance improvement. In an interview conducted by the researcher, the response from **Muh. Sahlan** said that:

Good communication from the leadership improved my performance significantly. When the leader explained the tasks and expectations in detail, I was able to carry out the work with more focus and complete the task according to the expected standards. (Sahlan, December 20, 2023)

Based on the interview, it can be seen that clear and detailed communication from the leadership has a significant positive impact on employee performance. When leaders provide a detailed explanation of duties and expectations, employees can perform their work with more focus and meet the expected standards, which ultimately improves work quality and efficiency.

Digging deeper into the influence of leadership communication on employee performance, the following explanation highlights how the way leaders communicate can affect the way employees carry out their duties. The next informant provides insight into how leadership communication affects their motivation and work effectiveness, as well as how this contributes to the achievement of optimal work outcomes. As well as the statement delivered by **Husna Pidani**, that:

Leadership communication greatly affects my performance. When the leader conveys instructions and task priorities clearly, I can develop a better work plan and complete the task more effectively. (Husna, December 20, 2023)

Based on the interview, it can be seen that leadership communication has a great influence on employee performance. When leaders clearly convey instructions and task priorities, employees can develop better work plans and complete tasks more effectively, thereby improving work output and overall efficiency.

Continuing the discussion about the influence of leadership communication on employee performance, the following explanation reveals how communication carried out by leaders affects the implementation of tasks and the achievement of employee work results. The next informant gave their views on how instructions and directions from the leadership affected the way they structured and carried out the work, as well as their impact on overall performance. As stated by **Khariq Darmawan**, that:

Leadership communication has a big impact on my performance. For example, leaders provide clear direction on task priorities and specific deadlines. This helps me plan and do my job more efficiently. (Khariq, December 20, 2023)

Based on the results of the interview, it is known that leadership communication has a significant impact on employee performance. Clear directions regarding task priorities and deadlines from the leadership allow employees to plan and perform work more efficiently, which in turn increases effectiveness and work output.

4. DISCUSSIONS

Leadership Communication Strategy at the Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province in Improving Employee Performance

An analysis of the leadership communication strategy at the Southeast Sulawesi Provincial Regional Secretariat Leadership Administration Bureau highlights the important role of leadership communication in improving employee performance. The communication strategy implemented by the leadership not only includes the delivery of information, but also involves more in-depth and personal interaction with employees. By focusing on message clarity, choosing the right media, and providing constructive feedback, leaders can create a work environment that is conducive to productivity and efficiency. This analysis explores how these communication practices are implemented and their impact on employee performance, as well as identifies areas where further improvements can be made to achieve more optimal results.

Based on the results of interviews regarding the communication strategy of leaders at the Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province, interviews with informants provided in-depth insight into the approach applied by leaders in managing communication. The following is a summary of the interview, which covers key aspects such as getting to know the audience, crafting the message, determining the method, and choosing the media.

Leaders at the Adpim Bureau of the Provincial Secretariat. South Sulawesi shows a good understanding of the communication needs of employees. Some informants said that leaders often hold face-to-face meetings and informal discussions to understand the feelings and needs of employees. This personal approach makes employees feel cared for, especially when there are important changes or new tasks that require adjustments. Thus, the leadership's understanding of individual characteristics and employee communication styles is an important factor in ensuring that messages are well received.

In compiling the message, the head of the Adpim Bureau of the Provincial Secretariat. South Sulawesi tends to use simple and direct language. The message conveyed is often accompanied by concrete examples to make it easier to understand. However, there is a note that messages sent through WhatsApp are sometimes less clear if not accompanied by additional explanations. This suggests that while the delivery of a message in writing can be effective, the clarity of the message often requires additional oral explanation to ensure proper understanding.

The communication methods used by leaders vary depending on the situation and the urgency of the message conveyed. The informant indicated that face-to-face meetings and WhatsApp are the most frequently used methods. Face-to-face meetings are considered more effective because they allow for direct interaction and immediate clarification, while WhatsApp is used for faster and shorter communication. The use of these various methods shows the flexibility of leaders in adapting how to communicate with existing needs and situations.

In terms of media selection, leaders tend to use WhatsApp for daily communication because of its speed and ease of conveying information. In addition, memos and meetings are also used to convey more formal and important messages. Some informants said that

face-to-face meetings are most effective because they provide an opportunity to ask questions and get detailed explanations, which is very helpful in avoiding misunderstandings.

Overall, interviews with informants showed that the communication strategy implemented by the leadership at the Adpim Bureau of the Provincial Secretariat. Sulawesi is quite effective in managing information and ensuring proper understanding among employees. Leaders not only focus on delivering the message, but also on how the message is understood and interpreted by employees. This reflects a good understanding of the importance of clear and interactive communication in supporting work performance and efficiency in the organization.

In the discussion of the results of interviews regarding the communication strategy of leaders at the Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province in improving employee performance, interviews with informants provided a comprehensive view of various aspects that affect the effectiveness of communication and its impact on employee performance. The informants consistently said that the communication carried out by the leadership greatly affected their performance. For example, when the Adpim Bureau of the Provincial Secretariat. Sulawesi provides clear instructions and explanations about tasks and expectations, employees feel more focused and able to complete tasks according to the expected standards. Effective communication not only includes delivering a clear message, but also involves detailed explanations as well as opportunities for employees to ask questions and get clarification. This helps to reduce confusion and ensure that all employees have the same understanding of what is expected of them.

Head of the Adpim Bureau of the Provincial Secretariat. Sulawesi often provides immediate feedback after the task is completed, which greatly helps employees in improving the quality of their work. In some cases, as one of the informants explained, constructive feedback allows employees to correct mistakes and improve work results. This shows that timely and specific feedback is an important component of an effective communication strategy, as it helps employees understand areas that need to be improved as well as the steps that must be taken to achieve better results.

Some of the informants gave concrete examples of how leaders' communication strategies have helped them in improving performance. For example, in a large project, the leader provides a detailed explanation of each step that must be taken and ensures employees have the necessary resources. This allows employees to manage their time and tasks more efficiently, which contributes to the success of the project. In addition, setting a weekly meeting schedule to discuss progress and obstacles faced also helps employees overcome problems faster and more on time.

The results of this study show that effective communication not only includes the delivery of information, but also includes how the information is understood and implemented by employees. This interactive and clear communicative approach proves to be crucial in improving individual and overall organizational performance. Therefore, a good communication strategy is a crucial factor in successful organizational management and can be used as a model in internal communication practices in various organizations.

Based on a research study that is similar to the results of the above research conducted by Annisa and Usman (2020) with the research title Communication Strategy of the Leadership of the Administrative Bureau of the Regional Secretariat of Riau Province in Improving Employee Performance. With the results of the study, it is explained that there are four steps of communication strategies carried out by leaders in improving employee performance, First, getting to know the audience (employees) by greeting each other when they meet, having a list of employee names, and recognizing them naturally during work and interacting with employees. According to J.A Devito, communication is a message by one or more people who send and receive messages that are distorted by interference occurring in a certain context, have a certain influence and have the opportunity to give feedback (Devito, 2009)

5. CONCLUSION

Based on the results of the research and interviews that have been conducted, it can be concluded that the communication strategy implemented by the leadership at the Administrative Bureau of the Regional Secretariat of Southeast Sulawesi Province plays an important role in improving employee performance. Some of the key points that can be taken from this study include:

- a) Introduction to the Audience
Leaders show a good understanding of the communication needs and preferences of employees. Through a personal approach and open discussion, leaders succeed in building closer relationships with employees, which supports effective communication.
- b) Message Drafting
The message conveyed by the leader is usually clearly designed and accompanied by adequate context. This helps employees understand the instructions and expectations given, so that they can perform their duties better.
- c) Selection of Communication Methods and Media
The use of various communication methods, such as meetings, memos, and messages via WhatsApp, shows flexibility in the leader's communication strategy. The choice of this media is tailored to the situation and needs, although some employees feel that face-to-face communication is more effective in reducing misunderstandings.
- d) The Impact of Leadership Communication on Employee Performance
Effective communication from the leadership is proven to improve employee performance. With clear explanations, constructive feedback, and opportunities for discussion, employees feel more engaged and motivated to achieve the set work targets.

Suggestion

Based on the results of this study, some suggestions that can be considered for further research related to leadership communication strategies in improving employee performance at the Southeast Sulawesi Provincial Secretariat Adpim Bureau are as follows:

1. An In-Depth Study of Leadership Communication Styles
Further research can focus on exploring the most effective leadership communication styles in the context of the Adpim Bureau. This could include an analysis of how different communication styles, such as direct, collaborative, or delegative, affect employee motivation and performance.
2. Development of Communication Strategies for Conflict Management
There needs to be research that explores the role of communication strategies in conflict management in the workplace. This research can identify communication methods that can be used to resolve conflicts, improve mutual understanding, and facilitate constructive conflict resolution.
3. Optimizing the Use of Communication Media
Further research can explore the effectiveness of various communication media used by leaders, such as meetings, emails, or digital platforms. This study can help determine which media is most appropriate for different types of messages and audiences, as well as how the integration of different media can improve the clarity and effectiveness of communication.
4. Communication Strategies in Employee Career Development
It is important to explore how communication strategies can support the career development of employees. This research can include an analysis of how effective communication regarding development opportunities, training, and periodic feedback can help employees plan and pursue their careers more effectively.

5. Performance Evaluation and Continuous Feedback

Further research can examine best practices in providing continuous performance feedback. The focus is on how a clear and constructive communication strategy in the performance evaluation process can help employees understand expectations, recognize areas for improvement, and feel more motivated to achieve work goals.

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