

THE INFLUENCE OF INNER ORGANIZATIONAL COMMUNICATION IMPROVING TEACHER PERFORMANCE

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Abstract : This research tests the analysis of the influence of organizational communication in improving teacher performance. This research was conducted at SMKN I Sungai Lilin, Banyuasin Regency with a sample of 34 respondents. The results obtained from regression analysis using the SPSS version 22 tool show that there is an influence of Organizational Communication in improving Teacher performance. Where the R results in simple linear regression analysis show a correlation between two independent variables on one dependent variable. The R number obtained is 0.527, this means that there is a strong relationship because the value is close to 1. Meanwhile, the R Square (R²) results show the value of the coefficient of determination. This figure will be converted into a percentage, which means the percentage contribution of the influence of the dependent variable. The R² value is 0.278, meaning that the influence of organizational communication in improving teacher performance is 27.8%, while the rest is influenced by other variables not included in this research. The data obtained in this research comes from the answers to questionnaires distributed to each respondent. according to the results of statistical analysis, the results of the linear regression equation $Y = 0.620 + 0.927$

Keywords : *Organizational Communication, Teacher Performance*

INTRODUCTION

Teacher performance in carrying out duties and responsibilities will greatly influence the achievement of goals. Teacher performance is the basis for the formation and administration of school organizations, therefore the existence and growth of school organizations will be more guaranteed if the organization can improve the performance of the personnel within it. Teacher performance is very necessary in an organization, in this case a school organization, to achieve the goals that have been set. By increasing performance, teachers will try to overcome and solve problems faced in carrying out tasks and work. On the other hand, if performance is ineffective, teachers will easily give up if they encounter difficulties in carrying out their tasks, making it difficult to achieve the goals they have set.

To achieve teacher performance at SMKN 1 Sungai Lilin, Musi Banyuasin Regency, it is influenced by several factors, including Organizational Communication. The purpose of communication in organizational processes is none other than to form mutual understanding. In short, so that there is equality in the frame of reference and in experience.

Communication is a process of exchanging verbal and nonverbal messages between the sender of the message and the recipient of the message to change behavior. (Muhammad, 2018: 5). Meanwhile, Goldhaber (2018) provides a definition of organizational communication as the process of creating and exchanging messages in a network of relationships that depend on each other to overcome an uncertain or ever-changing environment. Apart from that, external communication, namely communication between school organization leaders and audiences outside the organization, must also be well developed. This is necessary to build a positive image and image of the audience towards the organization, in this case the school.

The role of communication is not only as a means or tool for the Principal to convey information, for example about a policy, but also as a means of combining activities in an organized manner to create cooperation. That an organization cannot carry out its functions without communication and even more than that an organization cannot exist without communication. The communication process requires at least two people participating in a relationship to exchange information through a set of signals that contain information. In the

communication process there are components or elements that are requirements for communication to occur. These components include:

1. A communicator is a person who conveys messages to other people.
2. Messages are statements supported by symbols.
3. Media or means are tools used by communicators to convey messages so that they reach the communicant.
4. The communicant is the person who receives the message.
5. Effect is the impact of the message.

The communication process with these components depends on good communication techniques, where communication techniques are a method or art of conveying a message by a communicator so that it has a certain impact on the communicant.

The message conveyed by the communicator is a statement as a combination of thoughts, feelings, which can be in the form of ideas, information, calls, appeals, suggestions, and so on. The statement is carried with symbols. A communication can be said to be going well if there is a common understanding between the communicator as the message spreader and the communicant as the message recipient. With the active use of communication, it is hoped that good and harmonious relationships, mutual understanding and cooperation will occur between leaders and employees so that organizational goals can be achieved..

Based on temporary observations, communication that occurs at SMKN I Sungai Lilin, Musi Banyuasin Regency is still less effective, especially in the internal communication aspect. This lack of effectiveness can be seen in the principal's lack of communication in involving teachers in group assignments or team work, supervising and providing direction in their work and knowing teachers' sense of job satisfaction in the organization. Apart from that, school principals, when communicating individually, rarely interact and dialogue with teachers and hold coordination meetings and exchange opinions about teacher proposals or ideas.

Evaluation activities on teacher performance are rarely carried out because assessments of teacher performance are carried out when there is a demand from the Ministry of National Education and are usually only carried out on new employees. Because up to now, many people still think that the principal is the leader and person in charge, even though it is more than that about the school organization that he leads. Headmaster

It should also function as supervision for the school, namely an assessment activity to determine the essential requirements that will ensure the achievement of educational goals. (Daryarito, 80:2021).

With the reality in the field, research on organizations in improving teacher performance is interesting to research. The motivation for this research is to study and analyze organizational communication in improving teacher performance at SMKN I Sungai Lilin, Banyuasin Regency.

LITERATURE REVIEW

Understanding Communication

According to Alvin A. Golberg (2018:17), Communication is a process of conveying thoughts and feelings by someone to another person using symbols that have meaning for both parties. The delivery process generally uses language, because language uses symbols that can represent something, whether tangible or not.

To deepen this understanding of communication, Rakhmat (2018:9), With communication we form mutual understanding, foster friendship, maintain affection, spread knowledge and preserve civilization, but with communication we also foster division, animate hostility, instill hatred, hinder progress and facing thoughts.

According to Astrid Susanto (20:3), in her book *Communication in Theory and Practice*, from these definitions it can be seen that the components of communication are:

1. Communicator: is a person or group of people who takes the initiative to convey a message.
2. Message: is a statement supported by symbols or signs, written words or verbally.

3. Communicant: is the person who receives the message
4. Media: is a means or channel that supports a message, which is used as a means of conveying/delivering messages, for example telephone, radio, letters, newspapers, magazines, television, fax, telex and the internet
5. Effect: is the impact resulting from the message conveyed.

Communication is a process. Linearly, the communication process involves at least 4 elements or components, namely; source, message sender, channel and message recipient. The communication process itself is to create similarities with other people, communication is essentially making the communicator and the communicant both create adjustments (tuned) to a message. The communicator, as the first party to convey the message, tries to form similarities with the communicant.

Factors Supporting Effective Communication

Wilbur Schramm presents what he calls "the conditions of successful communication", namely the conditions that must be met if we want a message to evoke the response we want. These conditions are formulated as follows:

1. Messages must be designed and delivered in such a way that they can attract the attention of the communicant.
2. The message must use symbols aimed at the same experience between the communicator and the communicant, so that they both understand.
3. The message must awaken the personal needs of the communicant and suggest some way to obtain these needs.
4. The message must suggest a way to obtain this need that is appropriate for the group situation in which the communicant is located when he is moved to give the desired response.

Understanding teacher performance

Performance is a term that is currently often used in organizations, both private and government. Performance refers to a level of achievement of tasks carried out by someone. This means that how well a person fulfills the demands of his work is the result or overall level of success of a person for a certain period in carrying out tasks compared to possibilities, such as standards of work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon.

The factors that influence performance achievement are ability factors and motivation factors. This is in accordance with Keit Davis (in Mangkunegara, 2019: 13) who formulates that:

Human Performance	= Ability x Motivation
Motivation	= Attitude x Situation
Ability	= Knowledge x Skill

Explanation :

a. Ability Factor (Ability)

Psychologically, ability consists of potential ability (IQ) and reality ability (knowledge + skills). This means that leaders and employees who have an IQ above average (IQ 110-120), especially superior, very superior, gifted and genius IQ, with adequate education for their position and skilled in doing their daily work, will find it easier to achieve maximum performance.

b. Motivational factors (motivation)

Motivation is defined as an attitude (attitude) of leaders and employees towards the work situation (situation) in their organizational environment. Those who have a positive (pro) attitude towards their work situation will show high work motivation and conversely if they have a negative (con) attitude towards their work situation they will show low work motivation. The work situation in question includes, among other things, work relations, work facilities, work climate, leadership policies, leadership patterns, work and working conditions.

Factors That Can Improve Teacher Performance

1. Organizational characteristics
2. Environmental characteristics
3. Characteristics of management policies and practices

Measure Teacher Performance

Practice The high or low level of performance achieved by subordinates requires facilities or tools to assess it. In this research, the performance indicator criteria used are:

1. Adaptability
2. Job satisfaction
3. Work performance.

Previous Research

1. Research by Diana Azwina and Shahnas Yusuf with the title "The Influence of Organizational Communication on Employee Performance at Pt. Gapa Citramandiri, Radio Dalam – South Jakarta". Resulting in the conclusion that there is a positive and significant influence between organizational communication on employee performance at PT. Gapa Citramandiri. This is obtained from the simple linear regression value $Y = 26.185 + 0.399$
2. Research by Annisa Nur Islami, Merry Fridha TP, and M Insan Romadhan entitled "The Influence of Organizational Communication on Employee Performance at PT. Feva Indonesia". The research results show that organizational communication has an influence of 0.512 or 51.2 percent.
3. Anggi Ramadani's thesis entitled "The Influence of Communication on Employee Performance at PT Indah Logistik Pekanbaru". From the results of the t test, the calculated t is greater than the t table ($9.111 > 2.040$), which means that communication has a significant effect on performance. The communication coefficient of determination has an effect of 72.8% on performance.

Hipotesis

Based on the theoretical basis explained above, a research hypothesis can be created as follows:

- ☐ It is suspected that the organizational communication carried out at SMKN I Sungai Lilin, Muba Regency can influence the improvement of teacher performance.
- ☐ It is suspected that there is a contribution from organizational communication made by SMKN I Sungai Lilin, Muba Regency in improving teacher performance.

RESEARCH METHODS

Object of research

This research was carried out by teachers at SMKN I Sungai Lilin, Banyuasin Regency

The scope of research

The scope of this research is to discuss and analyze the problems in this research so that they do not deviate. This research only limits the problem regarding the influence of organizational communication in improving teacher performance at SMKN I Sungai Lilin, Banyuasin Regency

Research design

According to (Subiyanto: 2018: 6) The research design used in this research is a qualitative descriptive research design because the researcher wants to find facts and interpret the influence of communication on Teacher Performance at SMKN I Sungai Lilin, Banyuasin Regency

Data Types and Sources

According to Sugiyono (2019:10) "Types and sources of data are basically to obtain data with certain purposes and uses". Thus, when conducting research, it is necessary to have an appropriate research method to obtain data that will be examined in a study.

Data used

According to Arikunto (Zubaidah: 2021) there are two types of data sources in this research, namely: Primary data. Data obtained directly from the research object. This data is in the form of documents related to research.

Secondary Data

Data obtained by the author indirectly includes literature and research regarding the research object.

Populasi and Sampel

Population, What is meant by population is a generalized area consisting of objects or subjects that have certain qualities and ristic characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2019: 90). According to Ferdinand (Zubaidah: 2020) population is a combination of all elements in the form of events, things or people who have similar characteristics which are the center of attention of a researcher because it is seen as a research universe. From this understanding, the population in this research is all 34 teachers who teach at SMKN I Sungai Lilin, Banyuasin Regency.

A sample is a portion of the population members taken for research and is also considered to represent the entire population (Gujarati, 2019). The respondents were all 34 teachers who taught at SMKN I Sungai Lilin, Banyuasin Regency.

Data analysis technique

Validity Test

According to Sugiyono (2018:445), a valid instrument means that the measuring instrument used to obtain data (measure) is valid. The technique used to measure the validity of questionnaire question items is Karl Pearson's product moment correlation (content validity) by correlating each questionnaire question item and the total. Next, compare the r table and r count. The criteria for determining the validity of a questionnaire are as follows:

- a. If r count $>$ r table then the question is valid.
- b. If r count $<$ r table then the question is invalid.

Reliability Test

Reliability tests are carried out to measure the level of consistency between observation results and instruments or measuring tools used at different times. Ghazali in Situmorang (2018: 112) states that the technique used to measure the reliability of observations is Cronbach Alpha by comparing the alpha value with the standard, with the following conditions:

1. Cronbach Alpha $>$ 0.6 means the observation instrument is declared reliable
2. Cronbach Alpha $<$ 0.6 means the observation instrument is not reliable

Correlation coefficient

The correlation coefficient (r) is a value used to measure the degree of closeness of the relationship between two variables. Or a coefficient that measures the strength of the relationship between variables

- If the correlation coefficient is positive (+), then the relationship between the two variables is in the same direction. Where if variable A moves up then variable B will also rise and vice versa
- If the correlation coefficient is negative (-) then the relationship between the two variables is not in the same direction (inverted). Where if variable A moves up then variable B will move down, and vice versa

Several criteria relate to the correlation coefficient:

- If the Correlation Coefficient number is 0, then the two variables have no relationship

- If the Correlation Coefficient number is close to 1, then the two variables have a stronger relationship
- If the Correlation Coefficient number is close to 0, then the two variables have a weaker relationship

The Correlation Coefficient classification according to Jonathan Sarwono (2019: 59) is:

$r = 0$: There is no correlation between 2 variables

$0 < r < 0.25$: The correlation between 2 variables is very weak

$0.25 < r < 0.50$: The correlation between 2 variables is sufficient

$0.50 < r < 0.75$: Correlation between 2 variables is strong

$0.75 < r < 0.99$: The correlation between 2 variables is very strong

$r = 1$: The correlation between 2 variables is perfectly strong

Coefficient of Determination

The coefficient of determination is part of the total diversity of dependent variables (influenced or dependent variables) which can be explained or calculated by the diversity of the independent variable X (influencing or independent variables). So the coefficient of determination is the ability of variable X (independent variable) to influence variable Y (dependent variable). The greater the coefficient of determination indicates the better ability of X to explain Y.

Simple Linear Regression Analysis Method

Simple Regression Analysis is an approach method for modeling the relationship between one dependent variable and one independent variable. In a regression model, the independent variable explains the dependent variable. In simple regression analysis, the relationship between variables is linear, where changes in variable X will be followed by constant changes in variable Y. Meanwhile, in a non-linear relationship, changes in variable X are not followed by changes in variable y proportionally. as in the quadratic model, the change in x is followed by the square of the variable x. Such a relationship is not linear. Mathematically, a simple linear regression analysis formula can be described as follows:

$$Y = a + bx$$

Where :

Y = Teacher performance

a = Constant regression coefficient

X = Communication

b = First independent regression coefficient

t-test

The t-test is used to test the relationship of each independent variable (X) to the dependent variable (Y).

Results and Discussion

Validity test

The results of the data validity test for the communication (X) and Employee Performance (Y) variables can be seen from the following summary table:

Validasi data variabel Komunikasi (X)

Tabel 1. Variable X Validity Test Results

Variabel	Butir Pertanyaan	r hitung	r tabel	Status
komunikasi (X)	X ₁	0,467	0,214	Valid
	X ₂	0,513	0,214	Valid
	X ₃	0,474	0,214	Valid
	X ₄	0,420	0,214	Valid
	X ₅	0,526	0,214	Valid

Source : Primary data processing with SPSS 22

In table 1 which shows the validation of research data on the independent and dependent variables, the following results are obtained:

In the Communication variable (X), all items from (5 items) are declared valid because the Corrected item total correlation shows greater than 0. From the table above, it can be explained that the calculated r value $>$ r table based on a significance test of 0.05, meaning that the items from the Communication (X) variable above are valid.

Validity of the Teacher Performance Variable (Y)

Tabel 2 . Variable Y Validity Test Results

Variabel	Butir Pertanyaan	r hitung	r tabel	Status
Kinerja (Y)	Y ₁	0,446	0,214	Valid
	Y ₂	0,510	0,214	Valid
	Y ₃	0,532	0,214	Valid
	Y ₄	0,414	0,214	Valid
	Y ₅	0,467	0,214	Valid

Source : Primary data processing with SPSS 22

In the table showing the validation of research data on the independent and dependent variables, the following results can be obtained:

In the Teacher Performance variable (Y), all items from (5 items) are declared valid because the Corrected item total correlation shows greater than 0. From the table above it can be explained that the calculated r value $>$ r table based on a significant test of 0.05, meaning that the items from the Teacher Performance (Y) variable above are valid

Reliability Test

The basis for decision making in the Cronbach's Alpha Reliability Test is that if the Alpha value is greater than r table then the questionnaire items used are declared reliable or consistent, conversely if the Alpha value is smaller than r table then the questionnaire items used are declared unreliable or inconsistent . According to Ghazali (in Zubaidah: 2021) a questionnaire is said to be reliable or reliable if the answers to the questions are consistent or stable over time. The results of the data reliability test can be seen from the following picture:

Tabel 3. Output Communication Reliability Test
Scale: All Variables

Case Processing Summary

	N	%
Valid	34	100,0
Cases Excluded ^a	0	,0
Total	34	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,526	5

From the output image above, it is known that the Alpha (α) value is 0.526 seen from the Reliability Statistics table. The r table value is 0.214. So it can be concluded that $\alpha >$ r table, namely $0.526 > 0.214$, meaning that the questionnaire items used can be said to be reliable or trusted as a data collection tool in research.

Table 4. Teacher Performance Reliability Test Output

Scale: All Variables

Case Processing Summary

	N	%
Valid	30	100,0
Cases Excluded ^a	0	,0
Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,532	5

From the output image above, it is known that the Alpha (α) value is 0.532 seen from the Reliability Statistics table. The table value is 0.214. So it can be concluded that $\alpha > \text{table}$, namely $0.532 > 0.214$, meaning that the questionnaire items used can be said to be reliable or trustworthy as a data collection tool in research.

Simple Regression Test

The data obtained from respondents in this study were analyzed using a simple linear regression model with the aim of finding out the magnitude of the contribution of the independent variables in this research, namely communication (X) to predict the Teacher Performance variable (Y) as the dependent variable.), so that it can also be explained about the independent variables that have the most influence on the dependent variable. Data management was carried out using the SPSS 22.0 program with the results as shown in the following table:

Tabel 5. Output Simple Linear Regression Analysis

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Communication ^a	.	Enter

a. Dependent Variable: Teacher Performance

b. All requested variables entered.

Table 6. Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	,527 ^a	,278	,269	1,403

a. Predictors: (Constant),

Table 7. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.641	1	3,641	,731	,397 ^a
	Residual	224,061	45	4.979		
	Total	227.702	46			

a. Dependent Variable: Teacher Performance

b. Predictors: (Constant), Communication

Tabel 8. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	,620	3,541		3,239	,028
1 Communication	,927	,040	,527	5.618	,000

a. Dependent Variabel : Employee turnover rate

In general, the simple linear regression formula is $Y = a + bx$. Meanwhile, to find out the value of the regression coefficient, we can be guided by the output in the following Coefficients table:

Output Coefficients Simple Linear Regression

Tabel 9. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	,620	3,541		3,239	,028
1 Communication	,927	,040	,527	5.618	,000

a. Dependent Variabel : Teacher Performance

Source: Primary data processed (2022)

In the Unstandardized Coefficients section, it is known:

a = Constant number, the value is 0.620

b = Regression coefficient number, the value is 0.927

Because the regression coefficient value is positive, it can be said that communication (X) has a positive effect on teacher performance (Y). So the regression equation is $Y = 0.620 + 0.927 X$. From this equation it can be interpreted:

1. A constant of 0.620 states that if there is no communication (X) then the consistent value of teacher performance (Y) is 0.927

The regression coefficient Simple Linear Regression Analysis

Hypothesis Testing in Simple Linear Regression Analysis Hypothesis testing or influence testing functions to determine whether the regression coefficient is significant or not. The hypothesis that the author proposes in this simple linear regression analysis is

Ho: There is a significant influence between communication and teacher performance

Ha: There is no significant effect of communication on teacher performance

Meanwhile, to ascertain whether the regression coefficient is significant or not (in the sense that variable significant (Sig.) with a probability of 0.05. Hypothesis Test Comparing Sig Values. With 0.05. The basis for decision making in regression analysis by looking at the significance value (Sig.) of the SPSS output results is:

- 1) If the significance value (Sig.) < 0.05 probability means that there is an influence of communication (X) on teacher performance (Y).
- 2) On the other hand, if the significance value (Sig.) > 0.05 probability means that there is no influence of communication (X) on teacher performance (Y).

Partial Test Results (Uji t)

- 1.) This test is used to find out whether the independent variable (X) has a significant effect on the dependent variable (Y). Significant means that the influence that occurs can apply to the population (can be generalized).
- 2.) The basis for decision making in the t test is:
- 3.) If the calculated t value > t table then there is an influence of communication (X) on teacher performance (Y).
- 4.) On the other hand, if the calculated t value < t table then there is no effect of communication (X) on teacher performance (Y).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,620	3,541		3,239	,028
1 Komunikasi	,927	,040	,527	5.618	,000

a. Dependent Variabel : Tingkat turnover karyawan

Based on the output above, it is known that the calculated t value is .620. Because the t calculated value has been found, the next step is to look for the t table value. The formula for finding the t table is:

Value $\alpha : 2 = 0.05 : 2 = 0.025$

Degrees of freedom (df) = $n - 2 = 34 - 2 = 32$

Value 0.025; 36 Then looking at the distribution of t table values, we get a t table value of 0.214. Because the t value is $7.926 > t \text{ table } 0.214$, so it can be concluded that H_0 is rejected and H_a is accepted, which means that "There is a positive and significant influence of communication (X) on teacher performance (Y)". Seeing the magnitude of the influence of variable:

Tabel 10. Output Model Summary Simple Linear Regression Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	,527 ^a	,278	,269	1,403

a. Predictors: (Constant),

Source: Primary data processed (2022)

Based on Table 10, the correlation coefficient value is 0.527. So it can be stated that there is a positive relationship between organizational communication variables and teacher performance variables which are categorized as moderate, as the guidelines for interpreting the correlation coefficient according to Sugiyono (2018: 127) are as follows:

Table 11. Guidelines for Providing Interpretation of Correlation Coefficients

Coefficient Interval	Relationship Level
0,00 – 0199	Very low
0,20 – 0,399	Low
0,40 - 0,599	Average
0,60 – 0,799	Strong
0,80 – ,1,000	Very Strong

DISCUSSIN

Based on the results of the hypothesis test, it can be seen that in particular the communication variable has a positive and significant effect on teacher performance at SMKN I Sungai Lilin, Musi Banyuasin Regency. This can be seen from the $t\text{-test} > t\text{-table}$ or $7.926 > 0.214$ with a significance value of $0.000 < 0.05$. This is supported by previous research by Anggi Ramadani entitled "The Influence of Communication on Employee Performance at PT Indah Logistik Pekanbaru". From the results of the t test, the calculated t is greater than the t table ($9.111 > 2.040$), which means that communication has a significant effect on performance. Based on a simple regression test, the equation $Y = 0.620 + 0.927$. Meanwhile, the X coefficient figure of 0.927 means that every additional 1% of organizational communication will increase performance by 0.927. This is in line with Diana Azwina and Shahnas Yusuf with the title "The Influence of Organizational Communication on Employee Performance at Pt. Gapa Citramandiri, Radio Dalam – South Jakarta". Resulting in the conclusion that there is a positive and significant influence between organizational communication on employee performance at PT. Gapa Citramandiri. This is obtained from the simple linear regression value $Y = 26.185 + 0.399$.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the discussion above, it can be concluded that communication has a positive and significant effect on teacher performance at SMKN I Sungai Lilin, Musi Banyuasin Regency. It is recommended to SMKN I Sungai Lilin Banyuasin Regency to further improve ongoing organizational communication so that it can influence both parties in taking a stance in accordance with the meaning of the message conveyed.

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