



P-ISSN

: 0000-0000

Vol. 2. No. 4, August 2025

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/oikonomia.v2i4.402>

Leadership Communication Strategy in The Leadership Administration Bureau of The Regional Secretariat of Southeast Sulawesi Province in Improving Employee Performance

Sarafuddin¹, Abdul Razak², Ummu Kalsum³^{1,2,3} Magister Manajemen Sekolah Tinggi Ilmu Ekonomi Enam Enam

Received: July 25, 2025

Revised: August 22, 2025

Accepted: August 25, 2025

Published: August 30, 2025

Corresponding Author:

Author Name*: Sarafuddin

Email*:

sarafuddin178@gmail.com

Abstract: This study aims to evaluate and analyze the communication strategies of leaders in the Leadership Administration Bureau of the Regional Secretariat of Southeast Sulawesi Province in improving employee performance. Effective leadership communication strategies are considered crucial in creating a productive and efficient work environment. The methodology used in this study included in-depth interviews with employees in the Adpim Bureau to obtain their views on various aspects of leadership communication, including audience identification, message development, method selection, and communication media use.

The results of this study indicate that leaders at the Bureau of Adpim of the Regional Secretariat of Southeast Sulawesi Province actively implement communication strategies involving the use of various communication media, such as face-to-face meetings and digital messaging, to ensure clarity of information. Leaders also emphasize the importance of direct feedback and personal interaction to improve employee understanding and performance. This study identified that clear and structured communication contributes significantly to improving employee performance by reducing misunderstandings and facilitating effective task delivery. The conclusions of this study confirm that communication strategies implemented by leaders significantly influence work productivity and efficiency. This study recommends further research to explore leaders' communication styles, conflict management strategies, optimization of communication media, support for employee career development, and improved performance evaluation practices. These findings are expected to provide guidance for leaders at the Bureau of Adpim and similar organizations in designing more effective communication strategies to improve employee performance.

Keywords: Administration, Communication Strategy, Employee Performance, Leadership

P-ISSN

: 0000-0000

Vol. 2. No. 4, August 2025

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/oikonomia.v2i4.402>

INTRODUCTION

Based on organizational developments within the Southeast Sulawesi Provincial Secretariat, a work unit specifically handles tasks and functions in the area of Leadership Administration, namely the Leadership Administration Bureau (Biro Adpim). The establishment of the Bureau Adpim is based on Governor Regulation Number 19 of 2021, which aims to optimize the implementation of work units within the regional secretariat, particularly those related to Leadership Administration within Southeast Sulawesi Province.

The Adpim Bureau plays a significant role in publicizing Southeast Sulawesi regional government policies by covering and reporting on government activities and leadership activities, such as those of the Governor, Deputy Governor, and Regional Secretary. Through these activities, the Adpim Bureau aims to provide accessible information to the people of Southeast Sulawesi and document these activities. Furthermore, the Adpim Bureau is also responsible for documenting government and leadership activities. This documentation serves as an important source of information that will form part of the history of the government and leadership of future Governors of Southeast Sulawesi.

However, although the Adpim Bureau plays a crucial role in supporting government and leadership activities, it remains unclear to what extent the leadership communication strategies implemented by the Adpim Bureau improve employee performance. Therefore, further research is needed to identify effective and relevant communication strategies that can assist the Adpim Bureau in improving employee performance. According to Iqbal (2022), communication strategies are a crucial element in improving the quality of public services and preventing policy implementation failures due to communication misunderstandings. Miscommunication can be detrimental to both stakeholders and the public, necessitating effective coordination in the delivery of public services. This research is expected to provide a deeper understanding of the role of leadership communication in the

context of Leadership Administration at the Regional Secretariat of Southeast Sulawesi Province.

This research was motivated by a number of issues identified during initial observations at the Leadership Administration Bureau at the Southeast Sulawesi Provincial Secretariat. These issues included employee attendance and discipline, limited time to complete tasks, and a lack of communication between employees and management at various levels. These issues have the potential to hinder employee performance, affect the quality and productivity of work at the Leadership Administration Bureau, and ultimately negatively impact their duties and responsibilities.

Observational data indicates that issues of disciplined attendance, lack of punctuality, and poor communication between employees and management require special attention. These issues are not only individual in nature but can also create a less conducive work environment and affect overall employee motivation. Therefore, an effective communication strategy is needed from the leadership of the Administration Bureau to improve employee performance.

According to Widjaya (2000), communication is the conveyance 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 recipient of the information, can understand it. This does not mean that both parties must agree with an idea, but what is important is that both parties understand the idea. In such a situation, communication can be said to be successful (communicative).

Communication is generally defined as the exchange of opinions or relationships between people, both individually and in groups. Human communication is the process of creating meaning between two or more people. In this statement, communication refers to the value that can be achieved between the communicating parties. 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 discussed dynamics in the entire field of organizational behavior, yet it is rarely fully understood. Effective communication is a fundamental prerequisite for achieving organizational goals and human resource management, yet it remains one of the greatest challenges in modern management. Communication is the exchange of information between two or more parties. It involves not only the transfer of meaning but also the understanding of that meaning. Communication is considered effective when the message sent by the sender is perceived exactly the same by the recipient.

Performance

Performance is the result achieved from the behavior of organizational members (Gibson, 1988). The desired results of an organization from the behavior of the people within it are called organizational performance. Organizational effectiveness as a concept has undergone various changes in its measurement and definition. The understanding and definition of organizational effectiveness in academic literature and some management studies vary widely, so it remains a challenge and continues to evolve (Barney, 2001). Changes related to the concept 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 explained using a quality model that describes how behavior can affect future results; 4) performance is understood in different ways depending on the people

involved in evaluating organizational effectiveness; 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 actually performed by people working in an organization. On the other hand, according to Fahmi, productivity is defined as the organization's results over a specific period of time. Thus, an organization's effectiveness reflects not only the level of achievement and attainment of predetermined goals, but also the success of managers or organizational leaders in managing the organization.

A framework is described as a conceptual model that connects theory to various factors deemed important. This framework serves as the basis or foundation upon which other understandings are based. In other words, a framework is the most fundamental understanding and serves as the foundation for all thinking or research processes.

The importance of a conceptual framework in research is to provide structure and direction for the investigation. A conceptual framework helps researchers organize ideas, integrate theory with relevant factors, and establish relationships between the variables being studied. Thus, a conceptual framework is an essential tool in designing a study.

Figure 1 Conceptual Framework of Research



Source: Researcher Data Processing



P-ISSN

: 0000-0000

Vol. 2. No. 4, August 2025

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/oikonomia.v2i4.402>

METHOD

Research Design

Research is a scientific activity related to a systematic method of understanding an object or research object, as an effort to find answers that can be scientifically justified and include validity (Ruslan, 2010). A research method is a comprehensive way or strategy for finding or obtaining necessary data. Research methods need to be distinguished from data collection techniques, which are more specific techniques for obtaining data (Soehartono, 2008).

Research methods emerge due to a paradigm shift in how we view reality, phenomena, or symptoms. In this paradigm, social reality is viewed as holistic, complex, dynamic, and meaningful. This paradigm is called the post-positivist paradigm, which views phenomena as more singular, static, and concrete. The post-positivist paradigm develops qualitative research, while the positivist paradigm develops quantitative methods.

Location and Time of Research

This research was conducted at the Leadership Administration Bureau of the Southeast Sulawesi Provincial Secretariat, located in the Bumi Pradja Anduonohu Complex, Kendari City. The research period was from November 2023 to February 2024.

Research Data Sources

The primary data sources in qualitative research are the words of informants and supporting documents. Research informants are subjects who understand the information about the research object, both as actors and as others who understand the research object (Bungin, 2007).

According to Sugiyono (2012), when viewed from the data source, data collection can use primary sources and secondary sources. Primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that indirectly provide data to data collectors.

Data collection technique

In research using a qualitative approach, the research instrument is crucial. Success in data collection is largely determined by the researcher's ability to internalize the social situation being studied. They can conduct interviews with the subjects being studied, observe social situations in their actual context, photograph phenomena, symbols, and signs, and perhaps even record dialogues. Researchers do not end the data collection phase until they are confident that the data collected from various sources and focused on the social situation being studied are sufficient to answer the research objectives.

Data Validation

In qualitative research, authors must strive to obtain valid data. Therefore, data triangulation is necessary as a data analysis tool. Triangulation is a data analysis approach that synthesizes data from various sources. In conducting this research, the authors used source triangulation. Source triangulation is the process of extracting the truth of certain information through various data sources. Thus, source triangulation means comparing information obtained from different sources. Besides interviews and observations, researchers can use participant observation, written documents, archives, historical documents, official records, personal notes or writings, and drawings or photographs.

Data Analysis Techniques

The next step is to determine the method used to analyze the data after data collection has been completed using the previously established method. The author of this study used a descriptive qualitative data analysis method. Research on a particular phenomenon or population conducted by researchers from an individual, organizational, industrial, or other perspective is also known as descriptive qualitative. This type of research aims to provide a systematic and accurate picture of the characteristics of a particular population or area. Qualitative descriptive research usually does not require hypothesis testing or the search for or explanation of relationships. Describing or explaining



P-ISSN

: 0000-0000

Vol. 2. No. 4, August 2025

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/oikonomia.v2i4.402>

problems with sentences rather than numbers is the definition of descriptive qualitative. The data collected are words and images. Data were obtained from interview scripts, field notes, photographs, personal documents, memos, and other official documents (Indriantoro & Supomo, 2002). In this data analysis technique, the author explains and illustrates the research results that have been conducted and created in words or sentences, both obtained through in-depth interviews and observations. The purpose of this study is to familiarize the researcher with the research environment and to directly engage in the field. The author explains the data using sentences to gain an understanding of the communication strategies of the leadership of the Administration Bureau of the Regional Secretariat of Southeast Sulawesi Province in improving employee performance.

RESULTS AND DISCUSSION

RESULTS

Analysis Results

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

The Leadership Administration Bureau of the Southeast Sulawesi Provincial Secretariat has employed various communication strategies to clearly convey the organization's messages and objectives. These strategies include a systematic approach to identifying audiences, crafting messages, determining communication methods, and selecting appropriate media.

Within the Adpim Bureau of the Southeast Sulawesi Provincial Secretariat, leaders strive to inspire and motivate their employees and address organizational change through regular meetings, appropriate communication tools, and digital technology. They also strive to communicate transparently and openly, addressing individual employee needs and preferences. Clear and consistent communication is expected to increase employee engagement, improve performance, and achieve shared goals.

As part of this strategy, leaders also address communication issues, such as employee disagreements or misunderstandings

about organizational policies or direction, in a constructive and solution-oriented manner. Thus, the implemented communication strategy fosters individual performance and helps achieve the overall vision and mission of the Adpim Bureau of the Southeast Sulawesi Provincial Secretariat.

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 are informants' responses regarding the leadership communication strategy at the Adpim Bureau of the Southeast Sulawesi Provincial Secretariat.

Leadership Communication Strategies in Improving Employee Performance

Leaders at the Adpim Bureau of the Southeast Sulawesi Provincial Secretariat are improving employee performance through communication. This discussion focuses on the communication strategies implemented to achieve this goal. Next, we explore how leaders use various communication approaches to motivate, guide, and improve employee performance. This discussion provides in-depth insight into the concrete steps leaders take to utilize communication as a tool for employee performance development, as well as the effectiveness of these strategies in achieving desired results.

To understand the impact of leadership communication on employee performance, the following explanation explores how leadership communication influences the way employees work. The following informants share their perspectives on how leadership communication approaches contribute to their motivation, effectiveness, and work outcomes. The findings provide a clearer picture of the relationship between leadership communication strategies and improved employee performance. In an interview with the researcher, Muh. Sahlan stated:

Good communication from my leadership significantly improves my

P-ISSN

: 0000-0000

Vol. 2. No. 4, August 2025

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/oikonomia.v2i4.402>

performance. When my leadership explains tasks and expectations in detail, I can focus more on my work and complete tasks to the expected standards. (Sahlan, December 20, 2023)

The interviews revealed that clear and detailed communication from management has a significant positive impact on employee performance. When management provides detailed explanations of tasks and expectations, employees can perform their work with greater focus and meet expected standards, ultimately improving work quality and efficiency.

Delving deeper into the influence of leadership communication on employee performance, the following explanation highlights how leadership communication can influence the way employees perform their duties. The following informant provides insight into how leadership communication influences employee motivation and work effectiveness, and how this contributes to achieving optimal work results. As Husna Pidani stated:

Communication from my leadership significantly impacts my performance. When my leadership clearly conveys instructions and task priorities, I can develop better work plans and complete tasks more effectively. (Husna December 20, 2023)

Based on the interviews, it was discovered that leadership communication has a significant impact on employee performance. When leaders convey instructions and task priorities clearly, employees can develop better work plans and complete tasks more effectively, thereby improving overall work output and efficiency.

Continuing the discussion on the influence of leadership communication on employee performance, the following explanation reveals how leadership communication influences employee task execution and work outcomes. The following informants shared their perspectives on how leadership instructions and directions influenced the way they structured and executed their work, as well as its impact on overall performance. As Khariq Darmawan put it:

Communication from my leadership has a significant impact on my performance. For example, my leadership provides clear direction regarding task priorities and specific deadlines. This helps me plan and execute my work more efficiently. (Khariq, December 20, 2023). Based on the interview results, it was discovered that leadership communication has a significant impact on employee performance. Clear direction regarding task priorities and deadlines from leadership allows employees to plan and execute work more efficiently, which in turn improves effectiveness and results.

DISCUSSIONS

Leadership Communication Strategy at the Leadership Administration Bureau of the Regional Secretariat of Southeast Sulawesi Province in Improving Employee Performance An analysis of leadership communication strategies at the Leadership Administration Bureau of the Southeast Sulawesi Provincial Secretariat highlights the crucial role of leadership communication in improving employee performance. Leadership communication strategies encompass more than just conveying information, but also involve deeper and more personal interactions with employees. By focusing on message clarity, selecting appropriate media, and providing constructive feedback, leaders can create a work environment conducive to productivity and efficiency. This analysis explores how these communication practices are implemented and their impact on employee performance, and identifies areas for further improvement to achieve optimal results.

Based on interviews regarding leadership communication strategies at the Leadership Administration Bureau of the Southeast Sulawesi Provincial Secretariat, interviews with informants provided in-depth insights into the leadership's approach to managing communications. The following is a summary of the interviews, covering key aspects such as understanding the audience, crafting messages, determining methods, and selecting media.

The leadership at the Adpim Bureau of the Southeast Sulawesi Provincial Secretariat



P-ISSN : 0000-0000
 E-ISSN : 3047-602X
 Available : <https://jurnalhafasy.com/index.php/oikonomia>
 DOI : <https://doi.org/10.61942/oikonomia.v2i4.402>

Vol. 2. No. 4, August 2025

demonstrated a good understanding of employee communication needs. Several informants stated that leaders frequently held face-to-face meetings and informal discussions to understand employee feelings and needs. This personal approach made employees feel cared for, especially when significant changes occurred or new tasks required adjustments. Therefore, leadership's understanding of employee individual characteristics and communication styles was a crucial factor in ensuring messages were received well.

When composing messages, the leadership of the Adpim Bureau of the Southeast Sulawesi Provincial Secretariat tends to use simple and direct language. They often include concrete examples to facilitate understanding. However, it was noted that messages sent via WhatsApp were sometimes unclear without additional explanation. This suggests that while written communication can be effective, clarity often requires additional verbal explanation to ensure proper understanding.

The communication methods used by leaders vary depending on the situation and the urgency of the message being conveyed. Informants indicated that face-to-face meetings and WhatsApp were the most frequently used methods. Face-to-face meetings were considered more effective because they allowed for direct interaction and immediate clarification, while WhatsApp was used for faster and more concise communication. The use of these various methods demonstrates the leaders' flexibility in adapting communication methods to the needs and circumstances.

In terms of media selection, leaders tend to use WhatsApp for daily communication due to its speed and ease of conveying information. Furthermore, memos and meetings are also used to convey more formal and important messages. Several informants stated that face-to-face meetings are most effective because they provide an opportunity to ask questions and receive detailed explanations, which is helpful in avoiding misunderstandings.

Overall, interviews with informants indicated that the communication strategy implemented by the leadership at the Adpim

Bureau of the Southeast Sulawesi Provincial Secretariat was quite effective in managing information and ensuring proper understanding among employees. Leadership focused not only on delivering messages but also on how those messages were understood and interpreted by employees. This reflects a strong understanding of the importance of clear and interactive communication in supporting organizational performance and efficiency.

In discussing the results of interviews regarding the communication strategies of leaders at the Administration Bureau of the Regional Secretariat of Southeast Sulawesi Province in improving employee performance, interviews with informants provided a comprehensive view of various aspects that influence communication effectiveness and its impact on employee performance. Informants consistently stated that communication conducted by leaders significantly influenced their performance. For example, when the Adpim Bureau of the Regional Secretariat of Southeast Sulawesi Province provided clear instructions and explanations about tasks and expectations, employees felt more focused and were able to complete tasks according to expected standards. Effective communication includes not only delivering clear messages, but also involving detailed explanations and opportunities for employees to ask questions and get clarification. This helps reduce confusion and ensures that all employees have the same understanding of what is expected of them.

The Head of the Adpim Bureau of the Southeast Sulawesi Regional Secretariat frequently provided immediate feedback after tasks were completed, which significantly assisted employees in improving the quality of their work. In some cases, as explained by one informant, constructive feedback enabled employees to correct errors and improve work results. This demonstrates that timely and specific feedback is a crucial component of an effective communication strategy, as it helps employees understand areas for improvement and the steps to take to achieve better results. Several informants provided concrete examples of how leadership communication strategies

P-ISSN

: 0000-0000

Vol. 2. No. 4, August 2025

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/oikonomia.v2i4.402>

have helped them improve performance. For example, on large projects, leadership provides detailed explanations of each step and ensures employees have the necessary resources. This allows employees to manage their time and tasks more efficiently, contributing to the project's success. Furthermore, establishing a weekly meeting schedule to discuss progress and any obstacles encountered also helps employees address issues more quickly and in a more timely manner.

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

Based on a research study relevant to the results of the research above, it was conducted by Annisa and Usman (2020) with the research title Communication Strategy of the Head of the Administration Bureau of the Head of the Riau Provincial Regional Secretariat in Improving Employee Performance. The research results explain that there are four communication strategy steps carried out by leaders in improving employee performance, First, knowing the audience (employees) by greeting each other when meeting, having a list of employee names, and recognizing them naturally while working and interacting with employees. According to JA Devito, communication is an act 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 there is an opportunity for feedback (Devito, 2009)

CONCLUSIONS

Based on the results of the research and Based on the research and interviews conducted, it can be concluded that the communication strategies implemented by leaders at the Leadership Administration

Bureau of the Southeast Sulawesi Provincial Secretariat play a significant role in improving employee performance. Several key points from this research include:

a) Introduction to the Audience

Leaders demonstrate a good understanding of employees' communication needs and preferences. Through personal approaches and open discussions, leaders successfully build stronger relationships with employees, which supports effective communication.

b) Message Composition

Messages delivered by leaders are typically clearly structured and provided with adequate context. This helps employees understand the instructions and expectations given, enabling them to better execute their duties.

c) Selection of Communication Methods and Media

The use of various communication methods, such as meetings, memos, and WhatsApp messages, demonstrates flexibility in leadership's communication strategy. The choice of 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 leadership has been proven to improve employee performance. With clear explanations, constructive feedback, and opportunities for discussion, employees feel more engaged and motivated to achieve set work targets.

REFERENCES

- Annisa, A., & Usman, U. (2020). Strategi Komunikasi Pimpinan Biro Administrasi Pimpinan Sekretariat Daerah Provinsi Riau dalam Meningkatkan Kinerja Pegawai. *Jurnal Riset Mahasiswa Dakwah Dan Komunikasi*, 2(4), 178–185.
- Barney, J. B. (2001). Resource Based Theories Of Competitive Advantage: A Ten Year Retrospective On The Resource Based View. *Journal of Management*, 27(6), 643–650.



P-ISSN : 0000-0000
 E-ISSN : 3047-602X
 Available : <https://jurnalhafasy.com/index.php/oikonomia>
 DOI : <https://doi.org/10.61942/oikonomia.v2i4.402>

Vol. 2. No. 4, August 2025

- Bastian, I. (2001). Akuntansi Sektor Publik Indonesia. Pusat Pengembangan Akuntansi, Fakultas Ekonomi Universitas Gadjah Mada.
- Bungin, B. (2007). Penelitian Kualitatif: Komunikasi, Ekonomi, Kebijakan Publik dan Ilmu Sosial Lainnya (Vol. 2). Kencana.
- Dessler, G. (2006). Manajemen Sumber Daya Manusia (edisi kesepuluh). Jakarta: PT Indeks.
- Devito, Joseph A. (2009). The interpersonal communication book. USA: Pearson Education.inc
- Gavrea, C., & Stegorean, R. (2012). Corporate Governance and Firm Performance: The Romanian Case. Managerial Challenges of the Contemporary Society. Proceedings, 3, 179.
- Gunawan, I. (2022). Metode Penelitian Kualitatif: Teori dan Praktik. Bumi Aksara.
- Hasibuan, S. (2010). Manajemen Sumber Daya Manusia: Pendekatan Non Sekuler. Muhammadiyah University Press.
- Indriantoro, N., & Supomo, B. (2002). Metodologi Penelitian Bisnis untuk Akuntansi dan Manajemen.
- Iqbal, M. (2022). Strategi Komunikasi dalam Meningkatkan Pelayanan Publik Terhadap Kinerja Pegawai Dinas Kependudukan dan Pencatatan Sipil Kota Bandar Lampung. Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi, 19(1), 23–30.
- Jensen, S. M., & Luthans, F. (2006). Entrepreneurs As Authentic Leaders: Impact on Employees' Attitudes. Leadership & Organization Development Journal.
- Kadarisman, M. (2012). Pengertian dan Filosofi Manajemen Kompensasi. Manajemen Sumber Daya Manusia, 1–53.
- Mahmudi, M. (2005). Manajemen Kinerja Sektor Publik. In Akademi Manajemen Perusahaan YKPN.
- Pasolong, H. (2017). Teori Administrasi Publik (8th ed.). Alfabeta.
- Patilima, H. (2011). Metode Penelitian Kualitatif.
- Rahmawati, T. S. (2022). Kualitas Kepemimpinan dalam Mencipta Iklim Komunikasi Organisasi untuk Meningkatkan Kinerja Pegawai. Jurnal Komunikasi Profesional, 6(6), 588–599.
- Rahmawati, W. (2014). Peran Media Komunikasi dalam Tanggap Bencana Banjir Lahar Dingin di Sungai Code Kota Yogyakarta. Jurnal Penanggulangan Bencana, 5.
- Ricardo, R., & Wade, D. (2001). Corporate Performance Management: How To Build A Better Organization Through Measurement Driven Strategies Alignment. Butterworth Heinemann Boston, MA.
- Robbins, S. P., & Judge, T. A. (2006). Perilaku Organisasi. Edisi Kesepuluh. Jakarta: PT Indeks Kelompok Gramedia.
- Rozarie. (2017). Manajemen Sumber Daya Manusia.
- Ruslan, R. (2010). Metode Penelitian: Public Relation & Komunikasi. Jakarta (ID): Rajawali Pers.
- Rusnawati, R. (2020). Strategi Komunikasi Kepemimpinan dalam Meningkatkan Motivasi Kinerja Pegawai pada Dinas Perhubungan Gayo Lues. Jurnal Al-Ijtima'iyah, 6(2), 89–110.
- Soehartono, I. (2008). Metode Penelitian Sosial.
- Sugiono, E., Darmadi, D., & Efendi, S. (2021). Pengaruh Kompensasi, Gaya Kepemimpinan dan Kompetensi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja pada Pusdatin Kementan RI. Jurnal Manajemen Dan Bisnis Indonesia, 7(2), 132–149.
- Sugiyono. (2012). Memahami Penelitian Kualitatif. CV. Alfabeta.
- Suranto. (2010). Komunikasi Sosial Budaya. Graha Ilmu.
- Suprpto, Tommy, 2011. Pengantar Ilmu Komunikasi dan Peran Manajemen dalam Komunikasi, Jakarta: PT. Buku Seru.



P-ISSN

: 0000-0000

Vol. 2. No. 4, August 2025

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/oikonomia.v2i4.402>

Tubbs, S. L., Moss, S., & Mulyana, D. (2000).

Human Communication: Prinsip- Prinsip

Dasar. PT Remaja Rosdakarya.

Widjaya, A. W. (2000). Ilmu Komunikasi:

Pengantar Studi. Rineka Cipta.