



The Effect of Internal Communication, Teamwork, and Employee Empowerment on Employee Performance at the Medan City Social Service Office

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Abstract

Employee performance is a key factor in improving the effectiveness of public services, which can be influenced by various managerial aspects in the organization. Effective internal communication is expected to enhance understanding and coordination of work among employees, while teamwork fosters synergy within the work environment. Employee empowerment plays a crucial role in improving employee motivation and productivity. Based on the results of simultaneous hypothesis tests, it can be concluded that internal communication, teamwork, and employee empowerment simultaneously have a significant influence on employee performance. Based on the analysis of the determination coefficient, the value of the determination coefficient or Adjusted R-Square is 0.574 or 57%, which means that the influence of internal communication, teamwork, and employee empowerment on employee performance is 57%. In comparison, the remaining 43% (100%-57 %) is influenced by other variables or factors that are not studied.

Keywords: Internal Communication, Teamwork, Employee Empowerment, Performance of Employees, Social Service.

Article History:

Received May 20, 2025, Revised July 23, 2025, Approved July 24, 2025, Published July 30, 2025.

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DOI:

<https://doi.org/10.60036/jbm.687>

INTRODUCTION

In an era that continues to change, especially with technological developments, social dynamics, and increasingly complex societal demands, government offices are faced with the need to improve their performance and service quality. One way to achieve productivity and effectiveness is to improve employee performance.

The employee is part of the most valuable assets of the organization or company. Official is the key to the success and achievement of the goals of an organization; without the existence of an organization's employees will not reach its goal. So the organization must understand how to influence so that employee performance can improve.

The Medan City Social Service is one of the government agencies that has the task of carrying out part of local government affairs based on the principle of autonomy and the task of reorganization in the social sector. The social service formulates policies in the fields of social rehabilitation and social protection guarantees, social empowerment, and handling of the poor.

One of the important factors that affect employee performance is internal communication. In addition to internal communication, teamwork is a key element in achieving high performance in the organization. In addition, employee empowerment also plays an important role in improving employee performance.

However, based on the results of observations at the Medan City Social Service, there are still various problems that affect the low performance of employees. These problems include several communication problems at the Social Service Office, namely the lack of information transparency, so that the information conveyed is difficult for employees to understand. In addition, there is a lack of good communication between superiors and subordinates due to employees who are reluctant and afraid.

In addition, regarding teamwork, there are several employees with different work styles, such as some are more detailed and some are more focused on the big picture, and some are less thorough, which often makes it difficult to harmonize the optimal way of working. In addition, the hierarchy structure is too rigid, causing team members at the lower level to feel unappreciated and find it difficult to convey ideas due to fear and resentment towards their superiors.

Regarding employee empowerment, the work motivation of Medan City Social Service employees should be high, considering that there are many bonuses, incentives, and career development promotions given to outstanding employees, namely employees who have good performance or work achievements. However, the results of observations show that these things are not enough to provide employees with motives and expectations to encourage them to continue to excel, especially if there is no promotion to the position offered.

LITERATURE REVIEW

Human Resource Management

Human resource management (HR) is one of the key aspects in the success of an organization. As the most important asset, people have a central role in achieving organizational goals through contributions made in various forms, such as skills, creativity, and work commitment.

Human Resource Management, or abbreviated as MSDM, is a process that involves planning, organizing, controlling, and balancing human resources in an organization to achieve organizational goals effectively and efficiently (Normi, 2024).

According to Manalu (2021), Human resource management is defined as a science that studies various problems related to employees, and applies the process of developing and maintaining human resources to achieve individual and organizational goals.

From the definition above, the author can conclude that human resource management is the process of managing human resources in carrying out tasks and responsibilities effectively and efficiently in an organization.

Human resource management is something that is very important for organizations or companies to pay attention to in encouraging the achievement of their goals. The functions of human resource management include: 1) Planning, 2). Organizing, 3). Directing, 4). Controlling, 5). Procurement, 6). Development, 7). Compensation, 8). Integration, 9). Maintenance, 10). Discipline, 11). Termination.

In an effort to improve performance and strengthen relationships between teams, it is important for companies or organizations to have an effective internal communication system. Internal communication is the process of exchanging information that occurs in an organization between leaders and employees, as well as among several employees in various departments Anwar (2024).

Internal Communication

Internal communication in an organization is the process of conveying messages between members who play an important role in decision making and achieving organizational goals Purba (2021). Good communication in the organization helps convey information, motivate members, and resolve conflicts Suryani (2023). According to Safitri & Mujahid (2024), an effective communication process is essential to achieve organizational goals and build good cooperation. According to Setyanto & Anggarina (2018), internal communication is an important aspect in supporting the performance of an organization or company and building relationships with the internal public.

Mahmud & Swarnawati (2020) stated that internal communication in an organization involves various communication patterns and flows, including downward, upward, and horizontal communication. According to the above criteria, it can be concluded that the communication process is the process of communication in the organization that carries out the dissemination of ideas, intuition, and ideas, and intuition. According to the description above, the author can conclude that internal communication is a communication process in the organization that exchanges ideas and opinions in order to realize organizational goals.

Munthe & Theorida (2017) have a personal connection to the case, namely:

- 1) Personal Communication
Personal communication, which is a relationship between two or more people, can be achieved in two ways: face-to-face and through the media.
- 2) Group Communication
Group communication is communication between a person and a group of people in a face-to-face situation. Internal communication in the organization occurs between one group and another.
- 3) Internal communication
Internal communication is one of the key elements that determine the success of an organization in achieving its strategic goals. Internal communication indicators are used to track the effectiveness of information flow, coordination between teams, and the quality of relationships between individuals in the organization.

By understanding these indicators, organizations can identify strengths and weaknesses in internal communication systems. According to Sitompul, et al. (2022) communication is the process of transferring information, ideas, and understandings from one person to another in the hope that the other person can interpret it according to the intended purpose. So, the communication indicators are as follows:

- 1) Ease of Obtaining Information
Good performance can make it easier to obtain information, have ideas, ideas or understanding from someone.
- 2) Communication Intensity
There are many good conversations and smooth communication processes in the organization.
- 3) Communication Effectiveness
Communication that is direct and face-to-face to facilitate what is conveyed by the communicator.
- 4) Message Understanding Level
Being able to understand what is conveyed by a communicator and the existence of good communication can facilitate and understand the message that will be conveyed.
- 5) Attitude Change
The change in attitude is carried out in accordance with what is communicated.
- 6) Employee relations
Employee relationships will be very decisive in producing good performance. This is due to the stimulus of work if employee relationships run harmoniously.

Teamwork

Teamwork is one of the important elements in achieving common goals in various fields, both in organizations, companies, and community groups. Teamwork is the ability to work together towards a common vision and mission. In other words, teamwork is a strong ability to direct and encourage individuals towards common goals Sariwulan & Ghofar (2024). Teamwork According to Harsono (2019), it is the ability of a group of individuals to work together towards a common vision and organizational goals.

Ibrahim (2021) states that teamwork is a group of people with different abilities, talents, experiences, and backgrounds who come together to achieve a single goal in one organization. Teamwork can build cohesiveness in improving employee performance. Team work is defined as teamwork or cooperation, teamwork or teamwork is defined as a form of group work with complementary skills to achieve a pre-agreed mission to achieve goals effectively and efficiently. It must be realized that teamwork is the fusion of people who becomes a person to achieve a common goal. A team really needs the willingness to join hands to complete the work.

The visual team is independent of the manager and his subordinates in a formal chain of command. Sometimes these teams are called functional teams or command teams, each team is created an organization that achieves the desired organizational activities and interactions.

Horizontal teams are made up of players from almost the same hierarchical level but from different areas of expertise. A special-purpose team is a team created outside of a formal organization. The team is still part of a formal organization and has its own reporting structure.

In this context, teamwork is measured through indicators that reflect the effectiveness of communication, division of responsibilities, and the ability of team members to work synergistically. The dimensions and indicators of teamwork are as follows:

- 1) Teamwork is carried out by a team more effectively than individual work. The contribution of each individual can become an integrated participation. Individuals are said to work together if the efforts of each individual are systematically integrated to achieve common goals. The indicators of cooperation as a tool are as follows: responsibility, mutual contribution, and maximum mobilization of abilities.
- 2) Trust is the belief that someone is serious about what he says and does. High-performance teamwork is characterized by high mutual trust among its members. This means that

members believe in the integrity, character and abilities of each member. The indicators of trust are: honesty, assignment, and integrity.

- 3) Solidarity is the level of solidarity and positive feelings that exist within a person towards his group. The indicators are as follows: high interdependence of tasks, results, and commitment.

Employee Empowerment

Employee empowerment is also one of the important elements in achieving organizational goals. Employee empowerment putri (2020) can encourage initiative and response, so that all problems faced can be resolved quickly and flexibly. Employees can freely express something without having to report it in advance or worry about the reaction of their leaders.

Employee empowerment is a strategy used by organizations through the establishment of responsibility and direct involvement of employees to balance work and contribute optimally Widodo (2022). In organizations that have established empowerment, each employee will be respected for their important role in advancing the success of the organization. They has the authority and flexibility to ensure that there are quality end results.

According to Suryani (2018), empowerment is an employee who is given rights, authority and obligations as well as the necessary equipment, is able to organize and guide tasks according to their responsibilities based on the principles that apply in providing services to the community or to organizations or companies or organizations as work partners. Based on the opinions of experts, it can be said that employee empowerment is a process in which an individual is empowered to solve a problem in an organization or company and encourages employees to be involved in various activities that influence them by providing trust and motivation to increase enthusiasm for working better.

Employee empowerment is one of the important things in achieving the goals of an organization. Oktri (2018) states that the purpose of empowerment is not only to ensure the effectiveness of decisions taken by good employees but also to provide mechanisms and responsibilities for individual or team decisions. In other words, empowerment guides an understanding of the need for an individual's flexibility to act and at the same time, take responsibility for their actions according to the tasks they undertake. This concept of independence also means that a person will be able to be independent and responsible. This concept of empowerment is manifested in the introduction of cognition that directs the orientation of the individual towards his or her main goals, namely, meaning (meaning), competence (understanding), self-control (self-perception), and influence (impact).

According to Suriyani (2018), there are indicators in gaining employee empowerment, namely:

- 1) Desire (desire), the first stage in empowerment is the desire of management to integrate and involve employees.
- 2) Trust (trust), to what extent employees balance trust with management's wishes.
- 3) Confident (self-confidence), after there is a sense of mutual trust, it can create employee self-confidence by appreciating the abilities possessed by employees.
- 4) Credibility, maintaining credibility with appreciation and balancing the work environment that encourages healthy competition so that an organization with high performance is created.
- 5) Accommodation, the extent to which employees are accountable for the answers they have given.
- 6) Communication, the existence of intuitive open communication creates mutual understanding between employees and management.

Employee Performance

Generally, employee performance can be defined as the level of achievement of individual or group employee work results that are measured based on predetermined standards and targets. Therefore, employee performance management becomes a strategic aspect that requires special attention in efforts to increase organizational competitiveness. Performance is the level of employee success in completing their work. Performance is the work result achieved in carrying out tasks and work originating from the organization Mulyadi (2022).

According to Wandu (2019) performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the targets, goals, vision and mission of the organization which are expressed through the strategic planning of an organization.

Employee Performance is the achievement shown by employees in carrying out their duties and obligations according to the applicable or established rules for the work concerned Suryani (2019). The quality of employee performance directly affects the performance of the organization or company. In order to obtain optimal employee contribution, management must deeply understand its intuitive strategy.

According to Simatupang (2019), performance is the result of work shown by employees in completing tasks or work established by an organization or company.

According to Rivai (2020), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the wishes and responsibilities of each, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with norms and ethics.

Based on several theories above, it can be concluded that performance is a result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve goals that have been set by the organization. Performance is the output produced by the functions or indicators of a job or profession in a specified time.

The dimensions and indicators of performance are important elements in this process, because both function as intuitive guides to determine employee contributions to achieving organizational goals. According to Ichsan (2020), the dimensions and indicators of employee performance are as follows:

- 1) Quality of work is measured from employee perception of the quality of work produced and the perfection of the task, towards employee skills and abilities.
- 2) Quantity of Work Is the amount produced expressed in terms such as the number of units, the number of activity cycles completed. Quantity is measured from the employee perception of the number of activities assigned and their results.
- 3) Timeliness the degree to which an activity is completed at the beginning of the stated time, seen from the coordination angle with the output results and maximizing the time available for other activities. Punctuality is measured from employee perceptions of an activity completed from the beginning of time to the output.
- 4) Effectiveness The level of utilization of organizational resources (labor, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the utilization of resources. Work effectiveness is measured from employee perceptions in assessing the use of time in carrying out tasks, the effectiveness of completing tasks assigned by the organization.
- 5) Independence The level at which employees can perform their work functions without asking for help or guidance from others. Independence is achieved from the perception of employees in carrying out their respective work functions, in accordance with their responsibilities.

RESEARCH METHODS

This study employs a quantitative approach, with the population defined as individuals or objects possessing specific characteristics relevant to the research. A representative sample is selected to reflect the traits of the overall population. Data collection techniques include direct observation of employee performance and aspects such as work conditions, recognition, and career management. Additionally, interviews were conducted with the head of the science division at the Medan City Social Service Office, and questionnaires using a Likert scale were distributed to gather responses from participants.

The collected data were analyzed through several stages. Validity and reliability tests were used to ensure the accuracy and consistency of the research instruments. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were applied to meet regression analysis requirements. The main analysis used multiple linear regression to assess the influence of independent variables—internal communication, teamwork, and employee empowerment—on employee performance. Hypothesis testing was conducted using the t-test (partial), F-test (simultaneous), and the coefficient of determination (R^2) to evaluate how well the independent variables explain the dependent variable.

RESULTS AND DISCUSSION

Test Data Analysis

Table 1. Validity test

Statement	R Sevening	R Table	Information
X1. P1	0,418	0.361	Valid
X1. P2	0,417	0.361	Valid
X1. P3	0,473	0.361	Valid
X1. P4	0,421	0.361	Valid
X1. P5	0,437	0.361	Valid
X1. P6	0,468	0.361	Valid
X1. P7	0,440	0.361	Valid
X1. P8	0,482	0.361	Valid
X1. P9	0,439	0.361	Valid
X1. P10	0.437	0.361	Valid
X1. P11	0,439	0.361	Valid
X1. P12	0,425	0.361	Valid
X2. P1	0,595	0.361	Valid
X2. P2	0,361	0.361	Valid
X2. P3	0.689	0.361	Valid
X2. P4	0,376	0.361	Valid
X2. P5	0,682	0.361	Valid
X2. P6	0,510	0.361	Valid
X3. P1	0.609	0.361	Valid
X3. P2	0,362	0.361	Valid
X3. P3	0,504	0.361	Valid
X3. P4	0,563	0.361	Valid
X3. P5	0,526	0.361	Valid
X3. P6	0,471	0.361	Valid
X3. P7	0,374	0.361	Valid
X3. P8	0.471	0.361	Valid
X3. P9	0,412	0.361	Valid

Statement	R Seveing	R Table	Information
X3. P10	0,380	0.361	Valid
Y. P1	0,385	0.361	Valid
Y. P2	0,556	0.361	Valid
Y. P3	0,656	0.361	Valid
Y. P4	0,414	0.361	Valid
Y. P5	0,595	0.361	Valid
Y. P6	0,416	0.361	Valid
Y. P7	0,497	0.361	Valid
Y. P8	0,411	0.361	Valid
Y. P9	0,499	0.361	Valid
Y. P10	0,380	0.361	Valid

The statement item is said to be valid if the correlation value is above 0.361 and if it is below 0.361, it means that the instrument is invalid.

Table 2. Reality Test

Variable	N of items	Cronbach's Alpha	Scarcity
Internal Communication	12	0,727	Reliabel
Teamwork	6	0,710	Reliabel
Employee Empowerment	10	0,658	Reliabel
Employee Performance	10	0,672	Reliabel

Based on Table 2 above, it is known that the Cronbach's Alpha values of the variables of Internal Communication, Cooperation, Employee Empowerment, and Employee Performance are all large. That is, the research variable instrument is reliable, as Cronbach's Alpha value is greater than 0.60. Thus, the research variables can be analyzed further.

Classic Assumption Test

Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		41
Normal Parameter	Mean	.0000000
	Std. Deviation	4.10992981
Most Extreme Differences	Absolute	.122
	Positive	.085
	Negative	-.122
Teist Statistic		.122
Asymp. Sig. (2-tailed)		.129c

Based on Table 3, the probability value or Asymp. Sig (2-tailed) is 0.129 > 0.05, so it can be concluded that the data is normally distributed.

Table 4. Multicolonial Test
Coefficients^a

Fashion	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Internal communication	.438	2.284
Teamwork	.804	1.243
Employee empowerment	.393	2.544

a. Dependent Variable: employee performance

Based on Table 4, the tolerance value of internal communication is 0.438, teamwork is 0.804, and implementation of impact is 0.393 > 0.100. The VIF value of internal communication is 2.284, teamwork is 1.243, and implementation of impact is 2.544. If the VIF value is <10.00, then there is no symptom of multicollinearity.

Table 5. Heteroscedasticity Test
Coefficients^a

Fashion	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1(Constant)	7.095	5.386		1.317	.196
Internal communication	.183	.138	.319	1.323	.194
Teamwork	.023	.102	.041	.229	.820
Employee Empowerment	-.306	.205	-.379	-1.491	.144

a. Dependent Variable: employee performance

Based on Table 5, the sig value of the internal communication variable is 0.194, teamwork is 0.820, and employee implementation is 0.144, with a sig value > 0.05, it can be concluded that there are no symptoms of heteroscedasticity.

Table 6. Multiple Linear Analysis
Coefficients^a

Fashion	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1(Constant)	5.450	.050		110.007	.000
Internal communication	.161	.002	.194	79.254	.000
Teamwork	.017	.001	.035	25.808	.000
Employee empowerment	.669	.002	.834	343.028	.000

a. Dependent Variable: employee performance

Based on Table 6, a double linear regression equation is obtained as follows:

$$Y = 5.450 + 0.161X_1 + 0.017X_2 + 0.669X_3$$

1. Hypothesis Test

Based on Table 6, it can be seen that the influence of each variable X on variable Y has a positive and significant effect.

Table 7. Simultaneous Test (F)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	159.690	3	53.230	184075.795	.000b
	Residual	.011	37	.000		
	Total	159.701	40			

a. Dependent Variable: Teamwork

b. Predictors: (Constant), employee empowerment, internal communication, teamwork

Based on Table 7, the calculated F value is $184075.795 > 2.859$ and the significance value of F is $0.000 < 0.05$. So it can be concluded that simultaneously/together internal communication, teamwork, and implementation have a positive and significant effect on employee performance.

Table 8. Determination Coefficient Analysis (R²)

Model Summary				
Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	.778a	.606	.574	1.351

a. Predictors: (Constant), employee empowerment, internal communication, teamwork

Based on the results of simultaneous hypothesis tests, it can be concluded that internal communication, teamwork, and employee empowerment simultaneously have a significant influence on employee performance. Based on the analysis of the determination coefficient, the value of the determination coefficient or Adjusted R-Square is 0.574 or 57%, which means that the influence of internal communication, teamwork, and employee empowerment on employee performance is 57%, while the remaining $100\% - 57\% = 43\%$ is influenced by other variables or factors that are not studied. Effective internal communication between management and employees, as well as between fellow employees, creates a clear understanding of the organization's goals and expectations. A solid and mutually supportive team is able to complete tasks more efficiently and innovatively. Giving employees autonomy and responsibility increases a sense of belonging and motivation. Effective empowerment encourages employees to innovate, increase job satisfaction, and contribute more to the achievement of organizational goals. Research shows that employee empowerment has a positive effect on employee performance.

CONCLUSIONS

Based on the discussion that has been presented in the previous chapters, it can be concluded that the results of the t hypothesis test, the calculated t value of internal communication was obtained at $79.254 > t$ table 2.024, and the sig value was at $0.000 < 0.05$, so it can be concluded that internal communication has a positive and significant effect on employee performance. Based on the results of the t-hypothesis test, the calculated t value of teamwork was obtained at $25.808 > t$ table 2.024, and the sig value was at $0.000 < 0.05$, so it can be concluded that teamwork has a positive and significant effect on employee performance. Based on the results of the t hypothesis test, the calculated t value of the implementation of the impact is $343.028 > t$ table 2.024, and the sig value is $0.000 < 0.05$, so it can be concluded that the implementation of the impact has a positive and significant effect on employee performance. Based on the results of the F hypothesis test, the calculated F value is $184075.795 > 2.859$, and the significance value of F is $0.000 < 0.05$. It can be concluded that internal communication, teamwork, and the implementation of impact, when combined, have a positive and significant effect on employee performance. Based on the analysis of the determination coefficient, the value of the determination coefficient or Adjusted R-Square is 0.574 or 57%, which means that

the effect of internal communication, teamwork and implementation of impact on employee performance is 57%, while the remaining 43% is influenced by other variables or factors that were not studied.

This research was only conducted at the Medan City Social Service Office, so the results of the research cannot be generalized to other organizations or companies. The influence of other variables such as motivation, leadership, or work environment will not be analyzed in this study, although these factors can also affect employee performance.

The implications of this research provide more insight and knowledge in the field of human resource management, for government agencies this research is expected to be a reference material, considerations, and guidelines to help and provide solutions to employee performance problems or problems in human resource development that occur in a government agency.

Based on the conclusions that have been explained previously, implement a more effective communication system between superiors and subordinates to avoid misunderstandings or feelings of confusion and fear when conveying ideas and suggestions. Hold routine meetings to direct employees in understanding the work so that the results can be in accordance with expectations. Be more optimal in creating a more collaborative work environment through tasks and responsibilities in one installation that fosters synergy between employees. Increase transparency in team discussions so that each member feels appreciated and their opinions are heard, especially for employees who have just started working or are moving jobs. Pay attention to and provide opportunities for employees to give awards and appreciation to employees such as job promotions that show initiative and superior performance. With this, employees will feel that they have greater responsibility for the results of their work, which can improve their performance.

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