

# The Effect of Communication, Decision Making, on Performance by Mediation of Job Satisfaction at the Youth, Sports Office, Culture and Tourism Office Labuhanbatu Regency

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## Abstract

The purpose of this study was to determine the effect of communication on job satisfaction, to determine the effect of decision making on job satisfaction, to determine the effect of communication on performance, to determine the effect of decision making on performance, to determine the effect of job satisfaction on performance, to determine the effect of communication on performance. Performance mediated job satisfaction, to determine the effect of decision making on job satisfaction mediated performance at the Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency. In this study using quantitative research methods. The population in this study was 70 people, and the sampling technique used was saturated sampling, so that the sample amounted to 70 people. Data collection techniques using documentation, interviews and questionnaires and using a Likert scale instrument for measuring questionnaires. This research uses data analysis method using SmartPLS 3 software which is run on computer media. PLS (partial least square) is a variant-based structural equation analysis (SEM) which can simultaneously test the measurement model as well as test the structural model. The results showed that communication had a positive effect and communication had a positive and significant effect on job satisfaction. Decision making has a positive and significant effect on job satisfaction. Communication has a positive and significant effect on performance. Decision making has no significant effect on performance. Job satisfaction has a negative and significant effect on performance. Communication has a positive and significant effect on job satisfaction mediated by job satisfaction. Decision making has a positive and significant effect on job satisfaction mediated by job satisfaction.

*Keywords:* communication, decision making, job satisfaction, performance.

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## 1. Introduction

Human resources are one of the main things to run an organization in order to achieve the goals and vision and mission that have been set. Human resources are the key to be able to increase the effectiveness and efficiency of the organization through performance that is carried out properly and correctly. Every organization wants its goals and vision and mission to be achieved properly, therefore the organization must be able to create effective and efficient performance resulting from every employee.

Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. Employee performance is also a function of the interaction between ability and motivation. Setting performance goals is useful for setting targets and not only for evaluating performance at the end of the period but also for managing work processes during the period.

Performance at the Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency is said to have

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been more advanced than before. However, there are still many duties and responsibilities in some sections that cannot be described in more detail. In this case, an agency will require high performance from human resources who have good quality in order to achieve the agency's goals. However, in reality there are many problems that occur in companies and agencies, especially the Youth, Sports, Culture and Tourism Office in Labuhanbatu Regency which are not yet perfect in handling the quality of human resources, a company / agency should need competent human resources. One of the factors that can be used to influence performance is communication, decision making and job satisfaction.

Communication is an important role in an organization in doing work. A communication in an organization is said to be effective if communication between superiors and subordinates understand each other and understand information or messages about a job in an organization. Good communication will affect organizational activities, such as work efficiency, work effectiveness, employee or organizational performance. In a previous study by Sitompul et al. (2018) the results of his research are stating that the communication variable has a significant effect on employee performance. It is also strengthened by the research of Hendriani and Hariyandi (2018) which states that partial communication also has a significant positive effect on performance.

Another factor that can affect performance is one of them is decision making. Decision making made by superiors in an organization determines how the organization runs according to the desired plan. The Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency is a government organization where in the administration of government will always be faced with decision making. Where decision making affects the performance of employees who are in the agency. In previous research conducted by Sugiyanto and Ruknan (2020) stated that decision making has a direct positive effect on performance. Then it is also supported by research conducted by Setiawan and Pratama (2019) which states that decision making has a positive and significant effect on performance.

Furthermore, employee job satisfaction can also be a factor that can affect performance. Job satisfaction can not only be seen when doing work but is also related to other aspects such as interactions with colleagues, superiors, following regulations and the work environment. Job satisfaction often gets less attention by agencies and organizations, one of which is the Department of Youth and Sports, Youth and Sports, Culture and Tourism of Labuhanbatu Regency, there are several employees who are not satisfied with the performance they receive. Where previous research conducted by Adha, Wandu, and Susanto (2019) stated that job satisfaction had a significant effect on performance, which was also reinforced by Nabawi (2020) stating that job satisfaction had an effect on performance.

Each agency will try to improve employee performance to achieve the agency's goals that have been set as well as the Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency. The way to develop employee performance is the most serious challenge for agencies because success in achieving the goals and continuity of the agency depends on the quality of the performance of human resources in the agency.

One of the factors that can be used to develop employee performance is communication, decision making and job satisfaction. Social interaction relationships between fellow employees and superiors through established communication and, decision making will create job satisfaction, otherwise bad communication and decision making will trigger emergence of performance dissatisfaction. so that researchers are interested in researching by choosing a title. The Effect of Communication, Decision Making, on Performance by Mediation of Job Satisfaction at the Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency.

## **2. Literature Review**

### *2.1. Performance*

Employee performance is one of the main problems in an organization because whether or not the goals of the organization or company are achieved depends on the level of performance achieved by employees. According to Wibowo (2012) , performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests. Meanwhile, according to Sedarmayanti (2014) revealed that performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be

shown concrete evidence and can be measured compared to predetermined standards.

According to Mangkunegara (2013) there are several performance indicators, namely as follows:

- (1) **Work quality:** Show timeliness of work, tidiness, accuracy, linkage of work results without ignoring the volume of work. Good quality work can avoid the error rate in the completion of a job that can be beneficial for the progress of the organization.
- (2) **Working quantity:** Shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with organizational goals.
- (3) **Responsibility:** Shows how much employees accept and carry out their work, take responsibility for work results and the facilities and infrastructure used and work behavior every day.
- (4) **Cooperation:** Willingness of employees to participate with other employees vertically and horizontally both inside and outside the work so that the work results will be better.
- (5) **Initiative:** Initiatives from within company members to do work and solve problems at work without waiting for orders from superiors or showing responsibility in work that is an employee's obligation.

## 2.2. *Communication*

According to Sukarja (2015), communication is a process through which individuals in relationships, in groups, in organizations and in society create, transmit, and use information to coordinate their environment and others. Meanwhile, according to Mangkunegara (2013), communication can be interpreted as a process of transferring information, ideas, understanding from one person to another, with the hope that the other person can interpret it according to the intended purpose, then it can be said that communication is someone or more information that is interconnected with each other, whether it's an organization or company to achieve a goal.

According to Kriyantono (2014) the indicators of communication are:

- (1) **Trust:** Organizational members' perceptions of how trustworthy their superiors, subordinates and co-workers are.
- (2) **Joint decision making:** Involvement in joint decision-making processes.
- (3) **Support:** Organizational attention or support for the organization's employees.
- (4) **Openness:** Openness of the organization to information that is considered important for members, freedom and convenience of members in obtaining information.
- (5) **Attention to high performance goals:** The desire of members and the organization to always have high performance goals

## 2.3. *Decision Making*

According to Susanto and Sundari (2018), decision making is where decision making is a choice that has been taken from two or several available alternatives, everyone has to make many decisions every day. Meanwhile, according to Gibson, Ivancevich, and Konopaske (2012) Decision making is also related to choosing an action when facing a situation that involves several alternatives, comparing among alternatives, using the chosen alternative to solve problems and evaluating the results within the organization.

According to Prastyawan and Lestari (2020) the stages that can encourage the creation of the desired decision are as follows:

- (1) Define the problem clearly and clearly or easy to understand
- (2) Make a list of problems that will arise and arrange them in priority with the intention that there is a more directed and controlled systematic
- (3) Identifying each of these problems with the aim of providing a sharper and more specific picture
- (4) Map out each of these problems based on their respective groups which are then followed up by using the model or test tool that will be used

- (5) Re-ensure that the test equipment used is in accordance with the principles and rules that apply in general.

Decision making is related to leadership style, where leadership style is a process or way for leaders to influence their subordinates in carrying out their work. According to Thoha (2013) Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. Decision making can also be said to be a process where a person or organization chooses one or more to solve a problem or problem take an action.

#### 2.4. Job Satisfaction

According to Rivai (2015) job satisfaction is an employee's feeling towards the pleasant or unpleasant aspects of work in accordance with their respective assessments. Meanwhile, according to Robbin and Timothy (2015) job satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics. It can be said that job satisfaction is an employee's attitude or behavior towards a job, feeling satisfaction with the work that has been done.

According to Widodo (2012) states that there are several indicators of job satisfaction, namely:

- (1) Salary, which is the amount of payment received by a person as a result of carrying out work whether it is in accordance with needs and is felt to be fair.
- (2) The work itself, i.e. the content of the work that a person does, does it have satisfying elements?
- (3) Co-workers, namely friends with whom someone always interacts in carrying out work. A person can find his co-workers very pleasant or unpleasant.
- (4) Superiors, namely someone who always gives orders or instructions in carrying out work. The way the boss works can be unpleasant for someone or pleasant and this can affect job satisfaction.
- (5) Promotion, namely the possibility that someone can develop through promotion, someone can feel there is a high possibility to get promoted or not. It can also affect a person's level of job satisfaction.
- (6) The work environment, namely the physical and psychological environment.

### 3. Methods

This study uses quantitative research methods which according to Sugiyono (2017) quantitative research methods can be defined as a research method based on positivist philosophy, which is used to examine certain populations or samples, collect data using research instruments, and analyze quantitative data statistics, which aims to test the hypotheses used. This research was conducted at the Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency, precisely on Jl. WR Supratman, Padang Matingi, North Rantau, Kab. Labuhanbatu, North Sumatra 21411. In this study, the type of sampling technique used is saturated sampling. Sugiyono (2010) saturated sampling is a sampling technique when all members of the population are sampled, this is done when the total population is sampled, this is done if the population is relatively small. So the sample used in this study is the same as the population of 70 people.

This research uses data analysis method using SmartPLS 3 software which is run on computer media. PLS (partial least square) is a variant-based structural equation analysis (SEM) which can simultaneously test the measurement model as well as test the structural model. Based on the PLS (partial least square) method. The variable operation describe in Table 1.

### 4. Result and Discussions

#### 4.1. Outer Model Analysis

##### 4.1.1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores/component scores calculated by PLS. An indicator in a study can meet the requirements in the Convergent

validity test and can be categorized as good if the Outer Loading value is  $> 0.7$ . However, for research in the early stages of developing a measurement scale, a loading value of 0.5 to 0.6 is considered sufficient (Table 2).

It can be seen that the model value or the correlation between the constructs and the average variable value  $> 0.50$  means that all variables can be used for further testing, namely hypothesis testing.

**Table 1.** Variable Operation

| No. | Variable             | Indicator                                                                                                                                                       |
|-----|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Communication (X1)   | 1. Trust<br>2. Joint Decision Making<br>3. Support Organizational Attention to Employees<br>4. Openness<br>5. Attention to High Work Goals<br>Kriyantono (2014) |
| 2.  | Decision Making (X2) | 1. Evaluation<br>2. Placement of employees<br>3. Employee capacity<br>4. Trust<br>5. Work Environment<br>Martina (2015)                                         |
| 3.  | Performance (Y)      | 1. Quality of work<br>2. Working quantity<br>3. Responsibility<br>4. Cooperation<br>5. Initiative<br>Mangkunegara (2013)                                        |
| 4.  | Job Satisfaction (Z) | 1. Salary<br>2. The work itself<br>3. Colleagues<br>4. Boss<br>5. Promotion<br>6. Work environment<br>Widodo (2012)                                             |

Source: primary data processed by researchers (2022).

#### 4.1.2. Composite Reliability

Composite reliability is a test of the reliability of a variable whether the indicator of one variable is real or can be trusted. The standard measure that must be achieved in the Composite reliability value is  $> 0.7$ .

Based on the table 3, it can be seen that the Composite reliability value of each variable is above the standard, namely  $> 0.7$ . This shows that the variables that have been tested are reliable and can be tested to the next stage.

#### 4.2. Inner Model Analysis

##### 4.2.1. R-Square

According to Ghozali and Latan (2015) the R-Square assessment criteria, namely the R-square value  $= > 0.75$ , means that the model is strong. R-Square value  $= 0.50 - 0.74$  then the model means moderate. The value of R-Square  $= 0.25 - 0.49$  then the model means it is weak (Table 4).

**Table 2.** Outer Loading

| Indicator | Loading Factor |
|-----------|----------------|
| X1.1      | 0.726          |
| X1.2      | 0.668          |
| X1.3      | 0.761          |
| X1.4      | 0.601          |
| X1.5      | 0.756          |
| X2.2      | 0.763          |
| X2.3      | 0.661          |
| X2.4      | 0.710          |
| X2.5      | 0.596          |
| Y.1       | 0.660          |
| Y.2       | 0.883          |
| Y.4       | 0.898          |
| Y.5       | 0.845          |
| Z.2       | 0.677          |
| Z.3       | 0.584          |
| Z.4       | 0.755          |
| Z.6       | 0.684          |

Source: primary data processed by researchers (2022).

**Table 3.** Composite Reliability

|                  | Composite Reliability |
|------------------|-----------------------|
| Communication    | 0.830                 |
| Decision-making  | 0.756                 |
| Job satisfaction | 0.771                 |
| Performance      | 0.908                 |

Source: primary data processed by researchers (2022).

**Table 4.** R-Square

|                  | R Square | R Square |
|------------------|----------|----------|
| Job satisfaction | 0.855    | 0.851    |
| Performance      | 0.654    | 0.638    |

Source: primary data processed by researchers (2022).

R-Square Adjusted with path model 1 = 0.855, which means that communication and decision-making skills in explaining job satisfaction variables are 85.5%, which means that they are in the strong category. Then the path model 2 = 0.654, which means that the ability to communicate and make decisions in explaining the performance variable is 65.4%, which means that it is in the moderate category.

#### 4.2.2. F Square Test

According to Ghozali and Latan (2015) the criteria in the F-Square assessment are the f-square value = 0.02 - 0.14 meaning it has a small effect, the f-square value = 0.15 - 0.34 means it has a medium effect, and the f-square value > 0.35 means it has a big influence.

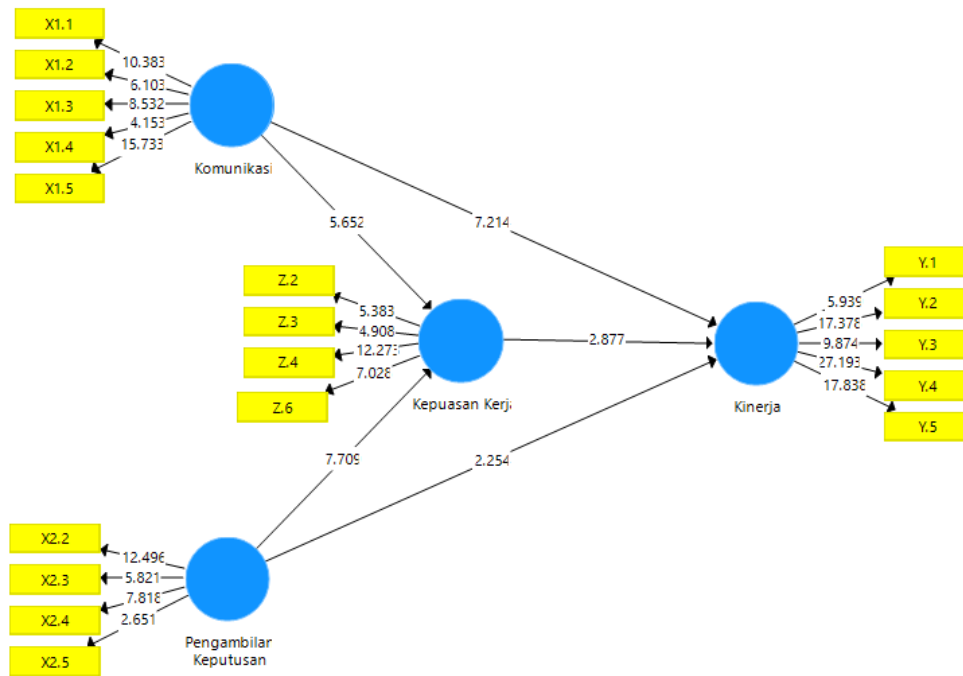
Communication has a big impact that is equal to 0.729 on job satisfaction. Communication has a big impact that is equal to 1.053 on performance. Decision making has a big impact that is equal to 1,267 on job satisfaction. Decision making has a small impact that is equal to 0.104 on performance. job satisfaction has a small impact that is equal to 0.191 on performance.

**Table 5.** F Square

|                  | Job satisfaction | Performance |
|------------------|------------------|-------------|
| Communication    | 0.729            | 1.053       |
| Decision-making  | 1,267            | 0.104       |
| Job satisfaction |                  | 0.191       |
| Performance      |                  |             |

Source: primary data processed by researchers (2022).

4.2.3. Mediation Analysis



**Figure 1.** Mediation Effect

4.2.4. Direct Effect

**Table 6.** Path Coefficients

|                                     | Original Sample | T Statistics | P Values |
|-------------------------------------|-----------------|--------------|----------|
| Communication -> Job Satisfaction   | 0.436           | 5,652        | 0.000    |
| Decision Making -> Job Satisfaction | 0.575           | 7,709        | 0.000    |
| Communication -> Performance        | 1.064           | 7,214        | 0.000    |
| Decision Making -> Performance      | 0.382           | 2,254        | 0.025    |
| Job Satisfaction -> Performance     | -0.674          | 2,877        | 0.004    |

Source: primary data processed by researchers (2022).

From the table 6, it can be concluded that for testing the *direct effect* namely as follows:

- (1) The effect of communication on job satisfaction has an *original sample value* of 0.436 which shows the relationship between these variables is positive or unidirectional. Furthermore, the T-Statistic value is 5.652 > 1.96 and the P-Value is 0.000 < 0.05, which means that communication has a positive and significant effect on job satisfaction.

- (2) The effect of decision making on job satisfaction has an *original sample value* of 0.575 which shows the relationship between these variables is positive or unidirectional. Furthermore, the T-Statistic value is 7.709 > 1.96 and the P-Value is 0.000 < 0.05, which means that decision making has a positive and significant effect on job satisfaction.
- (3) The influence of communication on performance has an *original sample value* of 1.064 which shows the relationship between these variables is positive or unidirectional. Furthermore, the T-Statistic value is 7.214 > 1.96 and the P-Value is 0.000 < 0.05, which means that communication has a positive and significant effect on performance.
- (4) The effect of decision making on performance has an *original sample value* of 0.382 which shows the relationship between these variables is positive or unidirectional. Furthermore, the T-Statistic value is 2.254 > 1.96 and the P-Value is 0.025 < 0.05, which means that decision making has a positive and significant effect on performance.
- (5) Effect of job satisfaction on performance has an *original sample value* of -0.674 which shows the relationship between these variables is negative. Furthermore, the T-Statistic value is 2.877 > 1.96 and the P-Value is 0.004 < 0.05, which means that decision making has a positive and significant effect on performance.

#### 4.2.5. Indirect Effect

**Table 7.** Specific Indirect Effect

|                                                    | Original Sample | T Statistics | P Values |
|----------------------------------------------------|-----------------|--------------|----------|
| Communication -> Job Satisfaction -> Performance   | -0.294          | 2,316        | 0.021    |
| Decision Making -> Job Satisfaction -> Performance | -0.388          | 2,913        | 0.004    |

Source: primary data processed by researchers (2022).

From the table 7, it can be concluded that the *Indirect Effect test* is as follows:

- (1) The effect of communication on performance through job satisfaction has an *original sample value* of -0.294 which shows the relationship between these variables is negative. Furthermore, the T-Statistic value is 2.316 > 1.96 and the P-Value is 0.021 < 0.05, which means that communication has a negative and significant effect on job satisfaction mediated performance.
- (2) The effect of decision making on performance through job satisfaction has an *original sample value* of -0.388 which shows the relationship between these variables is negative. Furthermore, the T-Statistic value is 2,913 > 1.96 and the P-Value is 0.004 < 0.05, which means that decision making has a negative and significant effect on job satisfaction mediated performance.

#### 4.3. Discussion

- (1) Effect of communication on job satisfaction

From the results of research that has been obtained that communication has a positive effect and communication has a positive and significant effect on job satisfaction. This means that good communication will increase job satisfaction at the Department of Youth and Sports, Youth and Sports, Culture and Tourism of Labuhanbatu Regency. Poor communication will have an impact on the organization and reduce job satisfaction, for example conflicts between employees, but on the contrary if good communication employees will understand better to carry out their work and will increase job satisfaction. This research is supported by previous research, namely Wirawan and Sudharma (2015) which state that communication has a significant positive effect on employee job satisfaction.



(2) The effect of decision making on job satisfaction

From the research results, it has been obtained that decision making has a positive and significant effect on job satisfaction. It means decision making The right approach will increase job satisfaction at the Department of Youth and Sports, Youth and Sports, Culture and Tourism of Labuhanbatu Regency. Decision making made by both leaders and employees appropriately will be able to increase a sense of satisfaction in carrying out work. This research is supported by previous research, namely Hardian (2017) which states that decision making on employee job satisfaction results from data analysis statistically proves that there is a positive and significant effect.

(3) Effect of communication on performance

From the research results, communication has a positive and significant effect on performance. This means that good communication will improve performance at the Department of Youth and Sports, Youth and Sports, Culture and Tourism of Labuhanbatu Regency Good communication will affect organizational activities, such as work efficiency, work effectiveness, employee or organizational performance. This research is supported by previous research, namely Sitompul et al. (2018) stated that the communication variable had a significant effect on employee performance.

(4) Effect of decision making on performance

From the results of research that has been obtained that decision making does not have a significant effect on performance. It means decision making Good behavior will not improve performance at the Department of Youth and Sports, Youth and Sports, Culture and Tourism of Labuhanbatu Regency. Decision making made by superiors in an organization determines how the organization runs according to the desired plan. This research is supported by previous research, namely Sugiyanto and Ruknan (2020) which state that decision making has a direct positive effect on performance.

(5) Effect of job satisfaction on performance

From the results of research that has been obtained that job satisfaction has a negative and significant effect on performance. This means that low job satisfaction will actually be able to improve performance at the Department of Youth and Sports, Youth and Sports, Culture and Tourism of Labuhanbatu Regency. Job satisfaction is one of the important factors to support performance. In general, high job satisfaction will improve performance. However, in this study, low job satisfaction can improve performance. This research is supported by previous research, namely Adha, Wandu, and Susanto (2019) which states that job satisfaction has a significant effect on performance.

(6) The effect of communication on performance through job satisfaction

From the results of research that has been obtained that communication has a positive and significant effect on job satisfaction mediated by job satisfaction. This means that with the mediation of job satisfaction, communication can affect performance at the Department of Youth and Sports, Youth and Sports, Culture and Tourism, Labuhanbatu Regency. Good and effective communication will be able to improve performance if job satisfaction for employees is also high. This research is supported by previous research, namely Ardiansyah (2016) which states that job satisfaction has a role in mediating communication and performance of employees of the Department of Youth and Sports, Culture and Tourism of Labuhanbatu Regency.

(7) The effect of decision making on performance through job satisfaction

From the results of research that has been obtained that decision making has a positive and significant effect on job satisfaction mediated by job satisfaction. This means that with the mediation of job satisfaction decision making can affect performance at the Department of Youth and Sports, Youth and Sports, Culture and Tourism of Labuhanbatu Regency. Making the right decisions will be able to improve performance if job satisfaction for employees is also high. This research is supported by previous research, namely Suryani and Sulaeman (2020) that decision making through leadership has a positive and significant direct effect on performance mediated by satisfaction.

## 5. Conclusions

Based on the results of the analysis that has been carried out in this study, the following conclusions can be drawn: (1) communication has a positive effect and communication has a positive and significant effect on job satisfaction; (2) decision making has a positive and significant effect on job satisfaction; (3) communication has a positive and significant effect on performance; (4) decision making has no significant effect on performance; (5) job satisfaction has a negative and significant effect on performance; (6) communication has a positive and significant effect on job satisfaction mediated by job satisfaction; (7) decision making has a positive and significant effect on job satisfaction mediated by job satisfaction.

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