

Measuring The Role Of Communication, Career Development, Rewarding In Improving HR Performance

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ABSTRACT

The purpose of this study is to examine and evaluate how PT BPRS Dinar Ashri KC workers' performance is impacted by career development, communication, and rewards. Terra. With 35 employees, the sample strategy makes use of a census sampling approach. Data analysis was done with IBM SPSS version 22. The study's findings indicate that incentives, career development, and communication all have a big impact on workers' output. Simultaneously, PT personnel' performance is significantly impacted by career development, incentives, and communication. Dinar Ashri BPRS.

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1. Introduction

The existence of employees who excel and are loyal in sharia banking will be able to support the progress of sharia banking. Excellent employees must be appreciated, like a valuable asset so that they can provide maximum output for the company [1]. Employees are an important element in planning, implementing and managing a business that can influence the success of a company. As time goes by, business competition between Islamic banks is getting tighter. In Islamic financial institutions, employees play the role of implementing policies and need to be equipped with adequate knowledge [2]. With current technological developments, labor remains an important component for the success of sharia banking. Currently, Islamic banking requires high employee performance so that companies can develop their business. Human resources influence the success of Islamic banking because they participate in the entire process from planning to evaluation [3].

Human resource management is advancing due in large part to scientific advancements, corporate competitiveness, and contemporary civilization. All parties may more easily accomplish their objectives when management is implemented well, and management components can be enhanced [4]. A sharia financial institution's ability to employ qualified, seasoned, accountable personnel who can run the company in accordance with set industry standards is a major factor in determining its success. Since banking is an institution that serves to satisfy corporate capital needs, a wide range of persons can utilize sharia banking according to their needs. Tulen Amanah Sharia People's Financing Bank (BPRS) offers financial support to the community in compliance with sharia principles by citing Islamic law [5]. Jalan Raya Terara, East Lombok, West Nusa Tenggara is the address of BPRS Dinar Ashri KC Terara. In addition to having excellent items, BPRS Dinar

Ashri has demonstrated exceptional performance quality, earning it several honors, including "Very Good".

In order to achieve good cooperation, companies must build effective communication (Pattimukay, et al., 2024). One way that can be implemented is to create communication satisfaction for employees as internal parties within the company. So it can be stated that employees' feelings of satisfaction can influence their communication behavior if they feel satisfied with the fact that information is communicated in a way that is consistent and in line with expectations. Communication is very important and beneficial for both parties, both the company and employees. For employees, it allows them to build positive industrial cooperation with the company, increase work morale, discipline and loyalty to the company [7]. For companies, it is possible to increase productivity, efficiency and effectiveness of work as well as increase company profits [8]. To be able to achieve company goals, communication is needed as a means of coordinating and directing work towards goals and objectives. In order for communication in an organization to run well, communication between superiors and subordinate staff must have the same meaning so that work efficiency and effectiveness can be created by itself [9].

The efficiency of a company is mostly influenced by the career development aspect, namely the series of positions held by an employee during their work period through education and training levels within the company [10]. Companies must be able to implement human resource career development programs to be able to overcome differences between employee abilities and organizational needs [11]. One of the activities carried out by human resource management is career development, with the aim of improving how well employees carry out their duties so that they can make a greater contribution to achieving company goals [12]. Planning, organizing, directing, and controlling are all tasks assumed by management. Opportunities for career development are one way to improve employee performance [13]. According to [14], the efficiency and effectiveness of an organization depends on the good and bad human resource development of the organization itself. Companies must pay attention to and improve this career development to increase employee commitment and performance during their work period [15].

On the other hand, the factor of awarding is what determines employee performance. Giving rewards can influence high or low levels of job satisfaction. This motivates someone to carry out their duties and responsibilities (Roniaty et al., 2020). Providing rewards to employees in Islamic banking seeks to foster employee enthusiasm so that they are willing to use all their abilities and skills to achieve company goals. High performance can emerge in an employee when they receive appreciation from the environment in which they work, even work productivity can also emerge from the welfare aspects they receive while working (Arisandi et al., 2023). Providing rewards produces employees who try as hard as they can to achieve their goals. Employee performance can be a complex issue, but basically every individual is easily motivated as long as their wishes come true. Employee motivation in a company is a driving force in working diligently to realize what the company targets (Sofiati, 2021).

For sharia banking, improving employee performance and providing adequate rewards can be used as the main capital in optimal organizational development, including introducing sharia banking services and products [16]. Employees who have received a career development program will be able to work more optimally and reliably. However, without good and effective communication, employee performance will not be optimal, thus affecting company productivity. Seeing the development of the business world, especially sharia financial institutions, currently they really need simultaneous and continuous support from stakeholders in the sharia banking sphere. This study aims to investigate the impact of employee awards, career development, and communication at PT. BPR Syariah Dinar Ashri KC Terara.

Literature Review Communication

Communication is the most important part of a company and is used as a determinant of the success of an organization. Each company activity must be discussed clearly so that all parties can understand it. Based on the opinion of (Ginting, 2018), The act of transmitting and receiving information from one person to another in the hopes that the recipient would comprehend it as intended by the sender is known as communication. However, as stated by Malewa et al. (2023),

The act of conveying thoughts or information from one person to another such that it is understood by all is known as communication. Work communication, as described by Azhari (2022), is the process by which a leader communicates concepts and information, such as directives and instructions, to staff members or subordinates in order to make sure they do their tasks as effectively as possible. By establishing effective communication between superiors and employees, superiors will easily provide several directions in order to improve the company's performance and achievements [17].

Career development

Companies must have program under the purview of management in order to improve the knowledge, skills, and talents needed by the workforce [18]. It is envisaged that this development would aid in effectively addressing and overcoming work inadequacies in accordance with the company's usage of technology advancements. Career growth is the outcome of the interplay between an individual's career and career level inside the organization, claim Primadini & Karneli (2023). In the meantime, Kurniawan et al. (2017) contend that a worker for a corporation expects to advance to a better and higher level as well as change, advancement, and the achievement of objectives. As a result, career development activities need to be completed (Dharta et al., 2023). Those who have put in a certain amount of time at work and are seen to have a stronger capacity to perform their jobs are chosen for career growth. Employees who get career development benefits from increased knowledge and experience, improved communication, and other advantages. In the meanwhile, the firm benefits from having excellent human resources, which enable it to meet the difficulties of upcoming advances and contend with rival businesses (Nurhayati & Atmaja, 2021).

Awards (Rewards)

In the opinion of (Fahmi, 2016), Awards, also known as rewards, are rewards given by companies to their employees as appreciation for their efforts to help achieve company goals. Awards may come in monetary or non-monetary forms, which are appreciation for the quality of professional work in accordance with the demands of the position in the company. In this research, the definition of reward is very broad and is not limited to things related to money, such as salary or wages, but also things related to a better quality of life in the company, career opportunities, learning and development, and other opportunities. to fulfill greater responsibilities (Goni et al., 2022). Rewards, according to the management concept, are one way to increase performance motivation by linking an individual's actions with happiness, which in turn will encourage employees to do the same thing repeatedly. The purpose of rewards is also so that employees try harder to improve what they have done (Meyrina, 2017). Many factors, most notably the degree of accomplishment attained by employees, affect the magnitude of incentives given to them. The kind of accomplishment obtained and the recipient of the award both have an impact on the sort of reward that is offered (Tangkuman et al., 2015).

Employee performance

It is the caliber and volume of outputs that a worker produces while completing assignments in line with the duties assigned to him. Performance is defined as real, measurable and observable work results achieved by employees when carrying out tasks according to predetermined calculations. (Hidayat, 2021). As for the output produced, it is the result of material and non-material work. Companies conduct employee performance, which is assessed by how each worker performs their duties, so they can make better decisions and provide feedback to workers on how they perform their duties [20]

This performance assessment is used to minimize undesirable behavior through feedback given to them about how they are able to carry out their tasks (Suparno et al., 2022). Successful performance management depends on employee work because it can directly reflect the company's strategic plans. Individual and organizational performance are correlated within an organizational framework. To be able to achieve goals, organizations, both private and government, must carry out activities in which individuals and groups actively participate. Employee performance greatly influences organizational performance and should be measured in the work performance of employees (Hasyim et al., 2021).

The Influence of Communication on the Performance of BPRS Dinar Ashri Employees

Communication is important between fellow employees and between superiors and subordinates. To achieve company goals, every employee is expected to work well together throughout the organization. If a communication error occurs, it will result in losses and cause work to be delayed. All employees must be open to their superiors and coworkers to find out what their subordinates want. By providing better explanations to employees regarding actions to take in order to improve performance, communication ensures that work remains productive. Communication is the key to building cooperation between leaders and employees. With good communication in the company, employee performance increases. Poor communication can cause problems and have a negative impact on the company and employee performance. Research conducted [21] communication has a significant effect on employee performance. Due to the importance of communication in the world of work, where communication can be used as a tool to explain the details of the work that must be done by employees, mistakes that must be overcome and the like. So, the hypothesis proposed in this research is:

H1: Communication has a significant influence on employee performance

The Influence of Career Development on the Performance of BPRS Dinar Ashri Employees

Businesses support their workers' professional growth so they can compete, adapt, and surpass their rivals. Through this career development, employees will benefit much and enhance their talents at work. Employees may do their jobs more effectively and accomplish their objectives when they are more knowledgeable and productive (Dharta et al., 2021). Workers who have had the chance to participate in career development will outperform their peers in terms of productivity and completion of tasks more rapidly. Strong work quality suggests that an employee has strong talents if they have participated in career development. Studies carried out by [22]. Employee performance is significantly impacted by career development. Shows that career development may drive people to perform better since it makes it simpler for them to be inspired to do their jobs successfully. Thus, the following is the theory put out in this study:

H2: Career development has a significant influence on employee performance

The Effect of Giving Rewards on the Performance of BPRS Dinar Ashri Employees

You may reward your employees for better work to promote further improvement. Businesses give their staff more awards when they show higher production levels. Rewarding employees who perform well and are dedicated to meeting organizational objectives is right. Pay or benefits demonstrate that a firm values its workers and rewards those who perform at their best, which motivates workers to up their game. Companies must provide high-performing appealing compensation since they have the ability to increase the company's profits. Employee performance will increase under a more fair system of rewards that includes welfare, career growth, and incentives. Employees are competent to do tasks quickly and independently. This is because, while remuneration varies based on the department within the firm, it is nevertheless the incentive that all employees seek for. Studies [23] have shown that employee rewards have a significant effect on their work output. This implies that offering prizes might spur workers to increase their output as it makes it simpler to inspire them to do their jobs properly. Thus, the following is the theory put out in this study:

H3: Giving rewards has a significant influence on employee performance

2. Method

Regression analysis and quantitative approaches are used in this work to investigate correlations between variables [24]. The author of this study used primary data, which is information that was gathered straight from respondents and is shown in the responses to the circulated questionnaire. The modified Likert scale in the questionnaire has a score range of 1-4 [25]. The census sampling approach, also known as saturation sampling, is used in this study to determine the sample, which allows for the sampling of the whole population. On the other hand, secondary data for this study came from publications like books and journal articles that dealt with the subject of study. All of the research subjects in the samples were workers at PT. BPRS Dinar Ashri KC Terara, employing 35 persons.

This research involves two variables, the dependent variable (bound) and the independent variable (free). Free and independent variable : Giving Rewards (GR), Career Development (CD), and Communication (C) are the independent variables. Dependent (Dependent) Variable. Employee Performance is the dependent variable (EP): Following the acquisition of all the data, SPSS 22 for Windows was used to analyze it. employing a variety of test techniques, include testing for coefficient of determination, validity, reliability, multiple linear regression analysis, and classical assumptions.

3. Results and Discussion

Validity and Reliability Test

Validity testing is done to make sure that every question on a questionnaire is legitimate and can be used to accurately collect data. obtained by comparing the r-count and r-table in the case of $df = n-2$ and $\alpha = 0.05$. It is considered legitimate if the Pearson Correlation value is greater than the r-table.

Table 1. Validity Test

Variable	Pearson Correlation	R-table ($\alpha = 5\%$)	Validity Result
Employee Performance	0,739	0,212	Valid
Communication	0,720	0,212	Valid
Career Development	0,762	0,212	Valid
Giving Rewards	0,703	0,212	Valid

Source: SPSS Processed Data, 2024

Employee performance, communication, career development, and reward provision have a score $> r$ -table, according to the data analysis results in Table 1. Thus, it can be said that each and every inquiry is legitimate, making them suitable as a measuring instrument.

A variable is considered reliable if Cronbach's Alpha score is greater than 0.6. In the meanwhile, dependability is classified as poor if it is less than 0.6, as good if it is 0.7, and as very good if it is greater than 0.8.

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items	Description
Employee Performance	0,810	7	Reliable
Communication	0,728	5	Reliable
Career Development	0,741	5	Reliable
Giving Rewards	0,796	5	Reliable

Source: SPSS Processed Data, 2024

Table 2 shows that the Cronbach's Alpha scores for employee performance were 0.810, communication was 0.728, career development was 0.741, and incentives providing was 0.796. It is determined that the data utilized in this investigation is reliable and suitable.

Normality test

The One Sample Kolmogorov Smirnov test can be employed for this purpose. According to Ghizali (2018), data is deemed to have a normal distribution if the Asymp Sig (2-tailed) score is greater than 0.05. Conversely, if the Asymp Sig (2-tailed) is less than 0.05, it is claimed that the data is not normally distributed.

Table 3. Normality Test

Unstandardized Residual		
N		35
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,94337294

Most Extreme Differences	Absolute	,141
	Positive	,128
	Negatif	-,141
Kolmogorov-Smirnov Z		,788
Asymp. Sig. (2-tailed)		,271
Test distribution is Normal Calculated from data.		

Source: SPSS Processed Data, 2024

Table 3 was used to get the significance score (2-tailed), which came out at 0.271. Since the two-tailed significance value ($0.271 > 0.05$) is more than 0.05, the data in this study are approved for use as normally distributed.

Multicollinearity Test

It is said that the regression equation does not have a multicollinearity problem if $VIF < 10$ and $Tolerance > 10$.

Table 4 Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF	
1	(Constant)	9,731 4,884				
	Communication	,368 ,103	,442	,808	1,242	
	Career Development	,307 ,114	,350	,673	1,563	
	Giving Rewards	,244 ,125	,288	,764	1,313	

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data, 2024

Table 4 indicates that the study's total independent variable has a value of > 0.10 , indicating a tolerance > 0.10 . Concurrently, the VIF value is below 10 ($VIF < 10$). In summary, there were no multicollinearity symptoms among the independent variables.

Autocorrelation Test

The Durbin-Watson Test is used in this study to measure autocorrelation. $D-W > (dU)$ and $< (4-dU)$ denotes the absence of autocorrelation.

Table 5. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	,686 ^a	,571	,536	1,995

Predictors: (Constant), C, CD, GR

Dependent Variable: EP

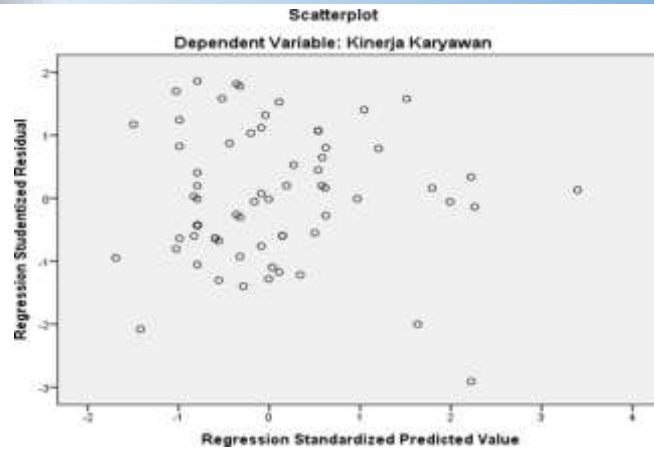
Source: SPSS Processed Data, 2024

Table 5 shows that there is no autocorrelation, with an autocorrelation of 0 and $1.565 < 1.995 < (2.433)$.

Heteroscedasticity Test

a scatterplot graph showing the relationship between the dependent variable's expected value, ZPRED, and residual SRESID, is used in this study's heteroscedasticity test. If the data do not exhibit a specific pattern and are dispersed both above and below the Y, heteroscedasticity is not present.

Figure 1. Heteroscedasticity Test Results



Source: SPSS Processed Data, 2024

Figure 1, there is no heteroscedasticity issue since the scatterplot's data is dispersed randomly and doesn't form any particular pattern. Since the points are equally distributed above and below the value of 0, there is no problem with heteroscedasticity.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	T	Sig.
	B			Beta		
1	(Constant)	6,618	2,672		2,468	,000
	Communication	,170	,073	,230	1,878	,016
	Career Development	,253	,067	,443	1,576	,032
	Giving Rewards	,204	,095	,388	1,554	,000

a. Dependent Variable: Employee Perfomance
 Source: SPSS Processed Data, 2024

Table 6 shows that the constant value (α) is 6.618, the communication component (β) is 0.170, career growth (β) is 0.253, and awarding awards (β) is 0.204.

Thus, $EP = 6.618 + 0.170C + 0.253CD + 0.204GR$ is the equation.

Details:

1. If the values of Communication, Career Development, and Rewards (C, CD, and GR) are all zero, the percentage of Employee Performance (EP) is 6.618. This is due to 6.618 being the constant number.
2. The Employee Performance rises by 0.170 for each unit improvement in Communication, according to the positive Communication coefficient value (C) of 0.170.
3. The Career Development coefficient (CD) is positive at 0.253, meaning that for every unit increment, there will be a 0.253 increase in Employee Performance.

Hypothesis test

Simultaneous Test (F Test)

H_0 is rejected when the significance value is less than 0.05, indicating a substantial influence from both the independent and dependent variables. However, a significance value greater than 0.05 shows acceptance of H_0 , meaning that there is no substantial difference between the independent and dependent variables.

Table 7. Simultaneous Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	164,466	3	54,822	13,627	0,000 ^b

Residual	85,056	32	2,658
Total	249,522	35	

Source: SPSS Processed Data, 2024

The findings in Table 7 show that the F-table is 2.80 and the F-count value is 13.627. The combined effects of C, CD, and GR on Employee Performance (EP) are consistently demonstrated by a significant value of $0.000 < 0.05$ significance level.

Partial Test (t Test)

There is a considerable effect from the independent variable to the dependent variable if the resultant probability is less than 0.05. There is no substantial impact if the probability is greater than 0.05.

Table 8. Partial Test (t Test)

Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error		Beta	T	Sig.
1	(Constant)	6,618	2,672		2,468	,000
	Communication	,170	,073	,230	1,878	,016
	Career Development	,253	,067	,443	1,576	,032
	Giving Rewards	,204	,095	,388	1,554	,000

a. Dependent Variable: Employee

Source: SPSS Processed Data, 2024

Table 8 indicates that the significance of Communication (C) is $0.016 < 0.05$. Communication has an impact on PT BPRS Dinar Ashri employees' performance, indicating the acceptance of H1 and rejection of Ho. The significance of career progress (CD) is $0.032 < 0.05$. This suggests that H2 is accepted and Ho is rejected, indicating that career development factors have an impact on PT BPRS Dinar Ashri workers' performance. The significance of rewarding (GR) is $0.000 < 0.05$. This suggests that H3 is accepted and Ho is refused, indicating that the reward component has an impact on the performance of PT BPRS Dinar Ashri personnel.

Coefficient of Determination Test

Since a decent value falls between 0 and 1, it is intended that this test would yield squared score of better than 0.5. If the value of the independent variable is near to 1, practically all the information required to forecast the dependent variable is provided. However, because the independent variable's R^2 value is smaller, it cannot adequately explain the dependent variable.

Table 9. Coefficient of Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,686 ^a	,571	,536	3,711

a. Predictors: (Constant), C, CD, GR

Source: SPSS Processed Data, 2024

Table 9, the Adjusted R Square value is 0.536, meaning that the independent factors (career development, communication, and rewarding workers) had a 53.6% effect on the dependent variable (employee performance), with the remaining 46.4% not being investigated in this study.

The Influence of Communication on PT Employee Performance. BPRS Dinar Ashri

The results of the data analysis demonstrate that work training has a major influence on employee performance at PT. The FIF Group Selong Branch's t-statistic result of $0.016 < 0.05$ illustrates this. This demonstrates that improved explanations of employee job duties through communication can lead to higher levels of productivity at work. Building collaboration between leaders and employees themselves depends on this communication. Setting up effective communication inside the organization makes it simple for staff members to meet performance goals. The PT BPRS Dinar Ashri workplace has excellent communication practices, which boost worker productivity. The study's findings are consistent with previous studies [26]. The performance of employees is significantly impacted by communication. Given how important communication is

in the workplace, One useful method for explaining the specifics of the job that has to be done by employees, problems that need to be fixed, and similar things is communication.

The Influence of Career Development on PT Employee Performance. BPRS Dinar Ashri

The data study shows that career promotion at PT has no effect on employee performance. The FIF Group Selong Branch's t-statistic result of $0.032 < 0.05$ illustrates this. This demonstrates how career development benefits businesses by enabling workers to reach their full potential in their line of work. Employees will be better equipped to finish job assignments and won't be overworked when they possess more information and are able to boost their productivity and talents at work. Workers that are given the chance to further their careers will be able to outperform their peers in terms of productivity and turnaround time. When a worker participates in career development, their talents are also demonstrated by their high caliber of work. The findings of this study support previous research [27] that shows career growth has a big impact on worker performance. shows that career development may drive staff to perform better since it makes it simpler for them to be motivated to do their jobs properly.

The Effect of Giving Rewards on PT Employee Performance. BPRS Dinar Ashri

The data analysis indicates that an employee's success at PT is significantly influenced by their competency. It is supported by the FIF Group Selong Branch's t-statistic result of $0.000 < 0.05$ [19]. The more productive an individual is at work, the more compensation they will receive from the organization. Employees that do well and are prepared to put in a lot of effort to meet corporate goals are rewarded. By offering incentives or pay to staff members who perform their jobs successfully, the firm shows its appreciation and motivates them to keep up the good work. High-performing workers can boost business revenues, allowing the employer to compensate staff members with desirable benefits. Performance levels among employees will rise in a more equitable incentive structure. Workers are competent in doing their task in a timely, efficient, high-quality, and autonomous manner. This is so because, although it may vary depending on the work group within the organization, a reward is an accolade that represents the aspirations of every employee. The study's findings support those of [28], which found that rewarding employees significantly improved their performance. Giving incentives makes it simpler to persuade staff to do their jobs properly, which might motivate them to perform better.

4. Conclusion

Research and debate findings indicate that career development, communicating, and awarding workers all have a big impact on PT employees' performance. Dinar Ashri KC Terara BPRS. Employees may be encouraged to keep improving their performance by implementing comfortable and effective work communication, which will also make them feel valued and appreciated while they are working for the organization. Employees who receive high-quality career development and awards will feel more satisfied in their jobs, which will eventually enable them to perform more productively. The findings show that the Adjusted R Square values for communication, professional growth, and rewarding are 53.6%, with factors not included in this analysis influencing the remaining 46.4%. The research's findings serve as a guide, add to our understanding, and provide advice for PT leaders. It is recommended that BPRS Dinar Ashari KC Terara prioritize career development and employee awards in order to positively influence the quality of public services rendered to clients.

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