

Improvement of Performance of Protocollerant through the Distribution of Work and Interpersonal Communication in the Government of Wakatobi Regency

La Ode Ifi ¹, Samdinl ², Yusuf ³

¹ *Students in The Study Program of Management Science, Postgraduate, Halu Oleo University*

^{2,3} *Lecturer at the Faculty of Economics and Business, Halu Oleo University*

Corresponding Author: La Ode Ifi

Abstract: *This study aims to study and analyze the role of the division of work and interpersonal communication in improving the performance of Wakatobi Regency Government Protocol employees, using a survey method conducted on all civil servant protocols in the Wakatobi Regency Government totaling 35 people. The data analysis tool used is multiple linear regression analysis. The results of this study indicate that the division of work and interpersonal communication simultaneously and partially has a positive and significant effect on the performance of protocol employees.*

Keywords: *Division of work, interpersonal communication, performance of protocol employees*

Date of Submission: 13-09-2019

Date of Acceptance: 01-10-2019

I. Introduction

Protocols are the rules that must be carried out in carrying out the activities of government organizations. In public organizations Protocol problems are regulated in Law No. 24 of 2004 concerning the position of the Protocol. The position of the protocol regulates the place, the ceremony and the respect. The success of an event is very dependent on the ability and planning protocol prepared for the implementation of an office activity. The smoothness of an activity is strongly influenced by the expertise of protocol. Even though they have quite important duties and responsibilities in ensuring the smooth running of office activities, in reality there are still many shortcomings in the implementation of protocol tasks, especially in local government organizations (Samsul and Romli, 2005). These deficiencies are generally related to coordination and communication problems carried out by protocol officers. This is also what researchers encountered at the Regional Government of Wakatobi Regency.

The lack of understanding of the division of tasks (job proportion) and interpersonal communication (interpersonal communication) as stated above, of course, have an influence on the performance of protocol tasks. The ineffectiveness of protocol performance in organizing official events carried out by the Regional Government of the Wakatobi Regency can affect the image of the regional government both in internal and external environment (Samsul and Romli, 2005). Because it cannot be denied that along with efforts to improve service quality, Prokoler's ability has a very important role in building the image of regional organizations, especially in official events

Organizing official events is basically one form of service, both services between employees in the organization and services for parties outside the organization. When an activity takes place there is an interaction between office officials. In this interaction occurs interpersonal communication which is accommodated in an official event. This certainly requires the ability of protocol officers to prepare and ensure official events conducted by regional organizations run well and give a positive impression. The smooth running of official events will give the impression of professionalism and the good name of the institution. Protocol position gives the placement of someone (state officials / government officials and community leaders) to get respect, treatment and layout in official events and official meetings. The purpose of protocol is to create order, maintain self-respect and position, a symbol of the state.

Seeing the importance of the position of protocol in government institutions, the understanding and knowledge of the duties, functions, and interpersonal communication of protocol officers should be a concern for the local government of Wakatobi Regency. Therefore, researchers believe that a comprehensive study is needed on the effect of the division of tasks and interpersonal communication possessed by protocol officers on their performance in organizing official events of the Wakatobi district government.

The importance of the role of human resources in achieving organizational goals has been a concern of many researchers to date, especially regarding the performance of individuals in the organization or employee

performance, because whether or not the organization's goals are achieved or whether an organization is developing depends on the performance of individuals within the organization.

Some studies that have been conducted regarding the determinants of employee performance include the division of tasks (Winastyo and Jopie, 2015); Franli et al., 2016; Rizka and Irvan, 2015) showed that the division of labor is important to improve the work ability of employees. Employees will work well and quickly because they are more focused and better understand their authority and responsibilities (Ferd Roring, 2017). The division of labor according to Dewi Poryanti (2018) will improve employee performance if the management of the organization pays attention to procedural fairness in evaluating employees both in relation to giving organizational rewards to employees such as job promotions or payroll systems. But the division of labor is not always able to improve employee performance, this is proven by research Herni Herawati (2016) on Employees of the National Unity and Community Empowerment Office in Bandung who found that the division of labor has a negative effect on employee performance. This is according to Herni Herawati (2016) the division of labor in the form of a breakdown of tasks, task load, understanding of tasks, equitable assignment of assignments and the placement of employees who still precisely reduce their performance. Based on this, the research findings of the influence of the division of labor on employee performance are still inconsistent and provide a loophole for re-testing.

Interpersonal communication is also a determinant of employee performance (Johanes et al., 2015; Boy Suzanto and Ari Solihin, 2013; Reindy et al, 2015; Tiur, 2013) which states that interpersonal communication is an important factor in improving performance. Furthermore Syifa and Agus (2018) stated that interpersonal communication can improve individual performance at work. But communication is more than just instilling meaning but must also be understood (Robbins, 2002: 310). Communication significantly improves employee performance (Syifa and Agus, 2018)

This study was also motivated by an interesting phenomenon that can be related to the concept of the division of labor and interpersonal communication on the performance of the Wakatobi regency's administrative staff observed at the regional secretariat and the council secretariat as a public service shows that improved employee performance has been given to many employees such as procedural justice in performance appraisal, promotion, punishment and award both financial and non-financial. However, in reality the performance shown by the employees in the regional secretariat and the Wakatobi District council secretariat is still not optimal, especially in providing services in formal events in the Regency such as welcoming officials in the Regency which are sometimes not well coordinated.

II. Literatur Review and Hipotesis

This study wants to examine the effect of the division of labor and interpersonal communication on the performance of protocol employees. The theory which is the foundation in building this research model is the theory of human resource management and organizational theory. The results of theoretical and empirical studies show that the division of labor is an important determinant in improving employee performance (Winastyo and Jopie (2015); Rizka and Irvan (2015); Herni Herawati (2016); Franli et al (2016); Ferdi Roring (2017)); Dewi Poryanti (2018)). Other important determinants of employee performance are Interpersonal communication (Amit and Lalropui, 2014; Arief and Rekno, 2016; Syifa and Agus, 2018). Based on this, the research hypothesis proposed, namely:

2.1. The Effect of Division of Work and Interpersonal Communication on Employee Performance

Work can be carried out properly according to plan and can be known clearly the purpose of the organization, and employees who are responsible for the implementation of the work (U.S Moenir, 2002: 26-27). Communication as a process of sending and delivering messages both verbally and nonverbally by one person to others to change attitudes, opinions, or behavior, both verbally or indirectly through the media (Johanes et al., 2015). Based on the above, the research hypotheses proposed are:

Hypothesis 1: Simultaneous division of work and interpersonal communication has positive and significant effect on employee performance

2.2. The Effect of Division of Work on Employee Performance

To carry out a series of tasks, the authority and responsibilities of the company need to implement the wish of the division of labor by way of detailing and grouping activities that are similar or closely related to each other to be carried out by its employees. The division of labor is a determining factor in improving employee performance because the division of labor is the separation of types of work carried out by certain groups of individuals to speed up the completion of the work (Winastyo and Jopie (2015); Rizka and Irvan (2015); Herni Herawati (2016); Franli et al (2016); Ferdi Roring (2017); Dewi Poryanti (2018)) / Based on this the proposed research hypotheses are:

Hypothesis 2: The division of work has a positive and significant effect on the performance of Protocol employees

2.3. The Influence of Interpersonal Communication on Employee Performance

Interpersonal communication has an important role in improving employee performance (Amit and Lalropui, 2014). Only through the transfer of meaning from one person to another can information and ideas be delivered. But communication is more than just instilling meaning but must also be understood (Robbins, 2002: 310). Communication significantly improves employee performance (Syifa and Agus, 2018). Based on this, the hypotheses proposed in this study are:

Hypothesis 3: Interpersonal communication has a positive and significant effect on employee performance

III. Research methods

The design of this study uses an explanatory research approach because the purpose of this study is to empirically prove the role of the division of work and interpersonal communication on the performance of protocol employees. Data collection was carried out at once in one stage (one shot study) or in a cross-section through questionnaires. the population in this study were all civil servant protocols in the Wakatobi Regency Government as many as 35 people, and the size of the population was relatively affordable to study so the entire population was made the unit of analysis therefore this study was a population or census study. This study uses data analysis methods, namely multiple linear regression analysis.

IV. Result and Discuss

4.1. Results

Multiple linear regression analysis in this study was conducted to be able to answer the proposed hypothesis, namely the influence of independent variables on the dependent variable both simultaneously and partially performed with multiple linear regression analysis. A summary of the results of the calculation of multiple linear regression analysis in this study can be seen in Table 4.1 below:

Table 4.1. Summary of Results of Multiple Linear Regression Analysis

No	Independent Variable	Regression coefficient (β)	t Stat	t Sig
1.	Pembagian Kerja	0,201	2.198	0,035
2.	Komunikasi Interpersonal	0,787	8.601	0,000
R = 0,967				
R Square (R ²) = 0,935				
F Stat = 229.788				
F sig = 0,000				
Standar Error = 1.81061				

Source: Data processed 2019

Based on the results of the multiple linear regression analysis shown in Table 4.1 above, these results can be explained as follows:

1. R value of 0.96 shows that the correlation between the variable division of labor and interpersonal communication with the performance of protocol employees is very strong, this is because the R value generated is close to 1.
2. The coefficient of determination (R²) of 0.935 indicates that 93.5 percent of the variation of the dependent variable in the performance of protocol employees is explained or explained by the independent variable; division of labor and interpersonal communication. The other 0.065 or 6.5 percent is explained by other variables not included in the model.

After the data is analyzed, the regression equation model is obtained as follows:

$$Y = 0,201 X_1 + 0,788 X_2$$

Referring to Table 4.1 and the above equation, can be interpreted as follows:

1. Regression coefficient for the division of labor (X1) of 201 shows a positive or direct effect of the division of labor (X1) on the performance variable of protocol employees (Y). These results indicate that the better the results of the division of labor in supporting the smoothness of tasks and protocol work will be followed by an increase in the performance of protocol employees.
2. Regression coefficient for interpersonal communication variable (X2) of 0.788 indicates a positive or direct effect of interpersonal communication variable (X2) on the performance variable of protocol employees (Y). These results indicate that the better interpersonal communication carried out by protocol employees in carrying out their duties and work will be followed by an increase in the performance of police employees in Wakatobi Regency

4.2. Research Hypothesis Testing

4.2.1. Simultaneous Hypothesis Testing

Hypothesis testing can simultaneously be tested based on the calculated F value or probability (FSig.). Based on the results of the data analysis shown in Table 4.1, it can be explained that:

Hypothesis 1: Simultaneous division of work and interpersonal communication has positive and significant effect on employee performance

The results of simultaneous hypothesis testing show that the probability level (F sig.) Is 0,000. The probability level (F Sig.) Produced is smaller than the level of significant (α) which is set at 0.05. The research hypothesis which states that the division of labor and interpersonal communication simultaneously has a positive and significant effect on the performance of protocol employees in Wakatobi Regency can be accepted.

Based on this, it can be explained that the better the division of work and interpersonal communication of the Wakatobi Regency protocol staff will improve the performance of the Wakatobi Regency protocol staff.

4.2.2. Partial Hypothesis Testing

Partial hypothesis testing in research is based on the results of the statistical t test used to test the level of significance partially between the independent variables (X) and the dependent (Y). This t test is used to determine the prediction accuracy of the obtained regression coefficients, the greater the value of the t test and the smaller the significance value, meaning that the prediction accuracy specified in the regression model is more accurate. The results of partial hypothesis testing are explained as follows:

Hypothesis 2: The division of work has a positive and significant effect on the performance of Protocol employees

The partial test results show that the effect of work division on the performance of protocol employees get a regression coefficient of 0.201 with a probability value (tig.) Of 0.035. The resulting probability value is smaller than the specified level of significance (α) which is equal to 0.05. These results indicate that the hypothesis that the variable "division of labor has a positive and significant effect on the performance of protocol employees" can be accepted. Based on this, the findings can be explained that the better the division of work of employees in the protocol in Wakatobi Regency in carrying out their duties and responsibilities, the performance of the employees of the Wakatobi Regency protocol will also increase

Hypothesis 3: Interpersonal communication has a positive and significant effect on employee performance

The partial test results show that for interpersonal communication variables obtained a regression coefficient of 0.788 and a probability value (sig.) Of 0,000. The resulting probability value is smaller than the specified level of significance (α) which is equal to 0.05. These results indicate that the hypothesis that the variable "Interpersonal communication has a positive and significant effect on the performance of protocol employees" can be accepted. Based on this, the findings can be explained that the better interpersonal communication carried out by protocol employees in supporting their duties and work, the performance of protocol employees will also increase

V. Limitation and Future Research

This research was conducted on protocol employees in Wakatobi Regency so that the ability to generalize was only limited to protocol employees in Wakatobi District while to be applied to protocol employees in other areas would certainly still need to be tested again. This study examines the effect of the division of labor and communication on employee performance, but the division of labor in accordance with employee expectations should not directly improve performance but will affect the employee's work motivation and job satisfaction and ultimately will improve employee performance. Good communication between employees will lead to good coordination which should have an impact on employee work motivation and employee job satisfaction first and then it will have an impact on employee performance. Therefore, it is recommended for future research to develop this research model by building a model that adds work motivation and satisfaction variables as a mediating variable between the division of work and interpersonal communication on employee performance

References

- [1]. Astri Ayu Purwati & Johan Kurniawan (2018). Analisis Pengaruh Gaji, Kedisiplinan Dan Pembagian Kerja Terhadap Kinerja Guru Dan Karyawan Di Sekolah Esa Sejahtera Pekanbaru. *Jurnal Cano Ekonomos*, 7(1), 16-24.
- [2]. Agustina, Hartiwi (2012). **Pengaruh Persepsi Dukungan Organisasi (Perceived Organization Support) Terhadap Kinerja Dosen Melalui Motivasi Kerja (Studi Pada Sekolah Tinggi Ilmu Ekonomi-STIE Palangka Raya)**. Jurnal Sains Manajemen, Program Magister Sains Manajemen UNPAR. Volume 1 Nomor 1. September 2012; Halaman 15-29.
- [3]. Alizadeh, Raheleh Cheragh And Cheraghalizadeh, Romina (2015). The Effect Of Organizational Supports On Job Performance In Construction Projects. *Electronic Journal Of Vocational Colleges-December/Aralik 2015*. www.ejvoc.org/makaleler/december_2015/pdf/12.pdf. *Diakses pada tanggal 22 Maret 2017*.

- [4]. Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K. (2008). **Factors impacting the perceived organizational support of IT employees.** *Information and Management*, 45(8), 556–563.
- [5]. Allien Hikmawati, Hery Sawiji, Anton Subarno (2012). Pembagian Kerja, Motivasi Kerja dan Kemampuan Kerjasama terhadap Efektivitas Kerja Pegawai. *Jurnal Pendidikan Administrasi Perkantoran*, 1(1), 1-8.
- [6]. Amirulloh, M. Viqri, Siti Nur'aini, Erna Ipak R. (2014). “**Pengaruh Persepsi Dukungan Organisasi Terhadap Kinerja Anggota Polri Polres Situbondo**”. *digilib.unmuhjember.ac.id/download.php?id=3242. Diakses pada tanggal 23 Maret 2017*
- [7]. Amit Kumar Singh & Lalropuii (2014). “Role of Interpersonal Communication in Organizational Effectiveness” *International Journal of Research in Management & Business Studies (IJRMBS 2014) Vol. 1 Issue 4 Oct. - Dec. 2014 ISSN : 2348-6503 (Online) ISSN : 2348-893X (Print)*
- [8]. Arief Sudamono dan Rejno Sulandjari (2016). Peran Komunikasi Antar Pribadi (Antara Pimpinan Dan Karyawan) Pada Motivasi Kerja Karyawan Pt. Itisel Prodaktifakom. *Majalah Ilmiah Inspiratif*, 3(6).
- [9]. Arikunto, Suharsimi (2006). *Prosedur Penelitian: Suatu Pendekatan Praktek*. Edisi Revisi. Jakarta: PT. Rineka Cipta.
- [10]. As'ad. 1991. *Seri Ilmu Manajemen Sumber Daya Manusia Psikologi Indsutri*. Bandung : Alumni
- [11]. Azmi, I. A. G., Ahmad, Z. A. and Zainuddin, Y. (2009). “**Competency-based pay and service quality: an empirical study of Malaysian public organisations**”, *Asian Academy of Management Journal*, 14, 1, 21–36.
- [12]. Boy Suzanto, & Solihin, A. (2012). Pengaruh Budaya Organisasi, Komunikasi Interpersonal Dan Komitmen Organisasi Terhadap Kinerja Pegawai Pada Unit Network Management System Infratel PT Telekomunikasi Indonesia Tbk. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 6(2), 64-76.
- [13]. Byrne, Zinta S. And Hochwarter, Wayne A. (2008). “**Perceived organizational support and performance: Relationships across levels of organizational cynicism**”, *Journal of Managerial Psychology*, Vol. 23 No. 1. pp. 54 - 72
- [14]. Dessler, Gary, 1992, *Manajemen SDM, Edisi Bahasa Indonesia*, Jakarta : Prenhallindo
- [15]. _____, 1992, *Manajemen Personalialia, Alih Bahasa Agus Dharma*, Jakarta : Erlangga
- [16]. Dewi Poryanti (2018). “Pengaruh Pembagian Kerja Terhadap Efektivitas Kerja Karyawan Cleaning Service Pada PT. Atalian Global Service Di Samarinda”. *eJournal Administrasi Bisnis*, 2018, 6 (2): 439-450 ISSN 2355-5408, ejournal.adbisnis.fisip-unmul.ac.id
- [17]. Eisenberger, R., dan Rhoades, L. (2002). **Perceived organizational support: Journal Of Applied Psychology**. 87 (4), pages 698-714.
- [18]. Fatkhiyatul Ainiyah, Yulianeu, Azis Fathoni (2016). Pengaruh Koordinasi, Pembagian Kerja, Dan Komitmen Organisasi Terhadap Efektivitas Kerja Dengan Masa Kerja Sebagai Variabel Moderasi (Studi Kasus Pada Sekolah Islam Holistik Yayasan Tabina Hanifa Semarang). *Journal Of Management*, 3(3).
- [19]. Ferdinand, Augusty (2006). **Metode Penelitian Manajemen**. Badan Penerbit Universitas Diponegoro Semarang. Edisi 2. ISBN 979-704-254-5
- [20]. Ferdi Roring (2017). Pengaruh Kepemimpinan, Pembagian Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt Bank Danamon Cabang Manado. *Jurnal Manajemen Bisnis dan Inovasi*. Vol 4 No 3 November 2017, Halaman 144 – 154.
- [21]. Flipppo, Edwin. B 1993. *Manajemen Personalialia* . Jakarta : Erlangga
- [22]. Fuller, J. B., Barnett, T., Hester, K., & Relyea, C. (2003). **A social identity perspective on the relationship between perceived organizational support and organizational commitment**. *Journal of Social Psychology*, 143(6), 789–791.
- [23]. Ghozali, Imam (2016). **Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23**. Badan Penerbit Universitas Diponegoro. Edisi 8. ISBN : 979.704.015.1
- [24]. Hanif, Rifki dan Narjono, Arijjo Isnoer (2015). **Persepsi Dukungan Organisasi Dan Pengaruhnya Terhadap Perilaku Kerja Positif Melalui Kepuasan Kerja (Studi Pada PT Pos Indonesia Malang Jawa Timur)**. *Jurnal JIBEKA Volume 9 Nomor 2 Agustus 2015: Halaman 48 – 53*
- [25]. Handoko, T Hani. 1998. *Manajemen Personalialia dan SDM*. Jakarta: BPFE
- [26]. Harits, Benyamin. 2005. **Teori Organisasi. Jilid 1, 2 dan 3**. Bandung: Insani Press
- [27]. Hartono, W. F., & Rotinsulu, J. J. (2015). Pengaruh Gaya Kepemimpinan, Komunikasi dan Pembagian Kerja Terhadap Kinerja Karyawan pada PT. Prima Inti Citra Rasa Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(2).
- [28]. Herni Herawati (2016). *Analisis Pengaruh Pembagian Kerja Terhadap Kinerja Pegawai pada Badan Kesatuan Bangsa dan Pemberdayaan Masyarakat Kota Bandung* (Doctoral dissertation, UNPAS).
- [29]. Johanes, J., Restu, R., dan Indarti, S., (2015). Pengaruh Komunikasi Interpersonal dan Iklim Organisasi terhadap Kinerja Karyawan PT. Selatan Prima Sejahtera Jaya Pekanbaru. *Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau*, 2(1).
- [30]. Lavelle, JJ, McMahan, GC & Harris, CM 2009, ‘Fairness in human resource management, social exchange relationships, and citizenship behavior: Testing linkages of the target similarity model among nurses in the United States’, *International Journal of Human Resource Management*, vol. 20, no. 12, pp. 2419-2434.
- [31]. Londo, F., Tewel, B., & Rumokoy, F. S. (2016). Pengaruh Lingkungan Organisasi, Komitmen, Dan Pembagian Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Sulutgo Kantor Pusat Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 4(1).
- [32]. Marwansyah. (2010). *Manajemen Sumber Daya Manusia Edisi Kedua*. Bandung: Alfabeta
- [33]. Peraturan Pemerintah Republik Indonesia Nomor 46 Tahun 2011 Tentang Penilaian Prestasi Kerja Pegawai Negeri Sipil
- [34]. Peraturan Kepala Badan Kepegawaian Negara Nomor 1 Tahun 2013 Tentang Ketentuan Pelaksanaan Peraturan Pemerintah Nomor 46 Tahun 2011 Tentang Penilaian Prestasi Kerja Pegawai Negeri Sipil.
- [35]. Pophal, Lin Grensing, 2008, *Human Resources Book*, Edisi kedua, Prenada Jakarta
- [36]. Pradesa , Hafid Aditya, Margono Setiawan, Djumahir, Mintarti Rahayu (2013). **The Relationships of Perceived Organizational Support (POS) With Positive Work Behavior: Mediating Role of Job Satisfaction, Affective Commitment, and Felt Obligation**. *IOSR Journal of Business and Management*. Volume 13, Issue 3 (Sep. - Oct. 2013), PP 23-34
- [37]. Prawirosentono.S, 1999. *Manajemen Sumber Daya Manusia, Kebijakan Kinerja Karyawan*. BPFE, Yogyakarta.
- [38]. Reindy Gustyawan, Yuliani Rachma Putri, dan Dini Salmiyah Fithrah Ali. (2015). Pengaruh Komunikasi Interpersonal Terhadap Kinerja Karyawan Di Divisi Sekretaris Perusahaan Pt. Dirgantara Indonesia (persero). *eProceedings of Management*, 2(2).
- [39]. Rizka K. Nurhamiden dan Irvan Trang (2015). Pengaruh Gaya Kepemimpinan, Komunikasi, Dan Pembagian Kerja Terhadap Kinerja Polisi Pada Polda Sulut Manado. *Jurnal EMBA Vol.3 No.3 Sept. 2015*, Hal.971-980.
- [40]. Robbins, Stephen P, 2002, *Perilaku Organisasi*, Jakarta: Erlangga
- [41]. Rocha, Claudio and Chelladurai, Packianathan (2012). **Perceived organizational support and employee performance: The mediating role of organizational commitment and organizational citizenship behavior**. *North American Society for Sport Management Conference (NASSM 2008) May, 28 – 31 2008*. ResearchGate, <https://www.researchgate.net/publication/242076585>. diakses tanggal 22 maret 2017.

- [42]. Roring, F. (2017). Pengaruh Kepemimpinan, Pembagian Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt Bank Danamon Cabang Manado. *Jmbi Unsrat (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 4(3).
- [43]. Ruky, Achmad S., 2002. *Sistem Manajemen Kinerja*. PT Gramedia, Jakarta.
- [44]. Schumaker, AM (2004). **Predicting perceived effectiveness of training in local government: A study of a municipal clerks training program**. *Journal of Public Performance & Management Review*, vol. 27, no. 3, pp. 51-59.
- [45]. Sevvy Yossa dan Zunaida (2013). Analisis Pengaruh Kemampuan Karyawan, Pembagian Tugas, dan Motivasi Terhadap Kinerja Karyawan Pada PT. Pelabuhan Indonesia II (Persero) Cabang Palembang. *Jurnal Manajemen dan Bisnis Sriwijaya*, 11(4), 263-286.
- [46]. Shannock, Linda, Rhoades, Eisenberger Robeert, (2006). **When Supervisor Feel supported : Relationship With Subordinates' Perceived Supervisor Support, Perceived Organizational Support and Performance**, *Journal of Applied Psychology*, Vol. 91., No. 3, 689-695.
- [47]. Simamora, Henry. 1995. *Manajemen Sumberdaya Manusia*. STIE YPKN . Jakarta.
- [48]. Soeprihanto. John, 1999. *Penilaian Kinerja & Pengembangan Karyawan*. BPFE, Anggota IKAPI, Jakarta.
- [49]. Surjaatmadja, Surachman (2014). **Transfer Of Training In Indonesia State-Owned Enterprises To Face The Asean Economic Comemunity 2015**. *Journal The Winners*, Vol. 15 No. 2, September 2014: 159-164.
- [50]. Syifa Aulia Gumay & Agus Hermani DS (2018). Pengaruh Komunikasi Interpersonal Dan Lingkungsan Kerja Terhadap Kinerja Karyawan Pt. Euro Management Indonesia. *Jurnal Ilmu Administrasi Bisnis*, 7(3), 37-47.
- [51]. Taufik Hermawan. (2013). Pengaruh Pembagian Kerja dan Wewenang Karyawan Terhadap Prestasi Kerja Pada Stasiun Meteorologi Hang Nadim Batam. *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis*, 1(2), 155-160.
- [52]. Tiur Asi Siburian (2013). The Effect of Interpersonal Communication, Organizational Culture, Job Satisfaction, and Achievement Motivation to Organizational Commitment of State High School Teacher in the District Humbang Hasundutan, North Sumatera, Indonesia. *International Journal of Humanities and Social Science*, 3(12).
- [53]. Trang, I., & Nurhamiden, R. K. (2015). Pengaruh Gaya Kepemimpinan, Komunikasi, dan Pembagian Kerja terhadap Kinerja Polisi pada Polda Sulut Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(3).
- [54]. Wiryanto. 2006. *Pengantar Ilmu Komunikasi*. Jakarta: Grasindo
- [55]. Zhang, Yan, Jiing-Lih Farh and Hui Wang (2012). **"Organizational antecedents of employee perceived organizational support in China: a grounded investigation"**. *The International Journal of Human Resource Management*, Vol. 23, No. 2, January 2012, 422-446

IOSR Journal of Business and Management (IOSR-JBM) is UGC approved Journal with SI. No. 4481, Journal no. 46879.

* La Ode Ifi. " Improvement of Performance of Protocollerant through the Distribution of Work and Interpersonal Communication in the Government of Wakatobi Regency". *IOSR Journal of Business and Management (IOSR-JBM)*, Vol. 21, No. 9, 2019, pp. -.65-70