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**THE ROLE OF ORGANIZATIONAL CULTURE IN MEDIATION THE INFLUENCE OF
COORDINATION, SUPERVISION AND COMMUNICATION FUNCTIONS ON
PERFORMANCE OF EMPLOYEES OF THE SECRETARIAT OF THE REGIONAL
PEOPLE'S REPRESENTATIVE BOARD OF BULUNGAN REGENCY**

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Abstract

The purpose of the study was to determine the effect of the function of coordination, supervision and communication either directly or indirectly on the performance of ASN at the DPRD Secretariat office in Bulungan Regency after going through organizational culture. This type of quantitative research is descriptive explanatory. Total population and sample are 64 people. Collecting data by distributing questionnaires and continued in the analysis with path analysis. The results of hypothesis testing are proven that the coordination function shows a positive influence on organizational culture. Supervision shows a positive influence on organizational culture. Communication shows a positive influence on organizational culture. The coordination function directly affects employee performance. It shows that the coordination function has a direct significant effect on performance. This means that any increase in the coordination function will improve the performance of employees in carrying out the tasks for which they are responsible. Supervision directly affects employee performance shows that supervision has a direct significant effect on performance. Communication directly affects employee performance, this shows that if communication is increased by one unit, it will directly increase employee performance. Organizational culture has no significant effect on employee performance. The direct influence between the functions of coordination, supervision and communication either partially or simultaneously on the performance of ASN is greater than the indirect effect between the functions of coordination, supervision and communication through organizational culture so that the direct influence is more dominant than the indirect influence.

Keywords: Coordination Function; Supervision; Communication; Organizational Culture; Performance

Introduction

Regional government management according to the Regional Government Law consists of components of the Regional Government and the Regional People's Representative Council (DPRD). The Regional Government and DPRD jointly organize regional government. The working relationship is an equal and partnership working relationship and builds mutually supportive working relationships (Zamzam, 2015: 1). The regional government consists of the regional head, deputy regional head and regional apparatus. The regional head is the governor in the province, the regent in the district and the mayor in the city. The regional head carries out his duties assisted by a deputy regional head and regional apparatus. In general, the regional apparatus consists of elements of staff who assist in the formulation of policies and coordination, accommodated by the Regional Secretariat, which is led by the Regional Secretary. Supporting elements of regional heads in the preparation and implementation of specific regional policies are accommodated in Regional Technical Institutions such as agencies and offices. Meanwhile, the technical implementing elements of regional affairs are accommodated by regional service agencies.

Administratively the DPRD is directly under the Regional Head through the Regional Secretary, but operationally the DPRD Secretary is under and directly responsible to the DPRD leadership. The DPRD Secretariat as an SKPD has the same position as other regional apparatus such as the Regional Office or Regional Technical Institute. However, the DPRD Secretariat institution has different characteristics. The function of the DPRD Secretariat can be successful depending on the performance of the State Civil Apparatus (ASN) in their environment. Talking about the performance of the ASN DPRD Secretariat cannot be separated from an integral part of the regional government, both district and city. The average achievement shows that the average per year can be said to have been achieved, but when viewed based on the indicators there are still indicators that have not been achieved, namely discipline in terms of main tasks and functions. This is due to the lack of awareness of discipline in working both on time, target completion of work and others. There are a lot of jobs and activities nowadays that cannot be done individually. Therefore, good coordination is needed, of course, it will greatly help the performance of all, good coordination is needed between staff and leaders so that good communication is established according to the information needed.

Efendi and Dewi (2019: 114) that in general it has been realized the importance of coordination in the administrative/management process of government, but in practice it is not uncommon to find various problems that cause the implementation of the necessary coordination to be less effective, so that the achievement of goals/goals does not always work as intended. expected. According to Handayani in Efendi and Dewi (2019: 114) various inhibiting factors in the coordination function, including vertical (structural) coordination, often occur due to the unclear formulation of tasks, authorities and responsibilities of each work unit (work unit). The existence of relationships and work procedures as well as procedures are not understood by the parties concerned and sometimes doubts arise between them. Actually, such obstacles are not necessary because between those who coordinate and those who are coordinated there is a command relationship in a hierarchical organizational structure. Darmanto (2018: 85) states that coordination requires synergy, balance, order, direction and unification, if all of these are fulfilled then employee performance will be achieved maximally. As has been proven in the results of his research, namely coordination has been shown to have a positive and significant effect on employee performance, meaning that if employee coordination increases, employee

performance will also increase. Fitriana (2013: 75) also proves that coordination has an influence on employee performance partially, although it is low, it is still significant, this is because the level of coordination between units/sections and sexy and even fellow employees have run pseudo, there is no longer the term egocentric.

H1: The coordination function affects the organizational culture at the Bulungan Regency DPRD Secretariat office

H4: The coordination function directly affects the performance of ASN at the Bulungan Regency DPRD Secretariat office.

Performance improvement in addition to coordination also requires integrated supervision. Through supervision, ASN will find out whether the work they have done is true or not. ASN who make mistakes in the implementation of tasks or work can make improvements and will not be repeated again. Fred (2008: 41), *"expressing that, observation something that very inner potential organizational life to take care of the activity which is running do not digress from plan which have been determined"* Manullang (2011: 173) argues that "supervision can be interpreted as a process to determine what work has been carried out, evaluate it and correct it if necessary by the purpose of carrying out the work according to the original plan." Supervision has an influence on performance, it has been proven by several previous researchers including Fitriana (2013: 75) that individually supervision has a significant effect on employee performance according to the hypothesis test there is a low significant effect, in this supervision already done a) according to existing regulations/stipulations by using an inherent supervisory system (waskat), so the direct superior/leader who assesses the performance of the subordinate in determining his work performance, is automatically monitored and monitored every day. Hamdi (2016: 98) proves that the level of supervision has a significant effect on employee performance. Efforts that can be made to improve employee performance include carrying out the level of supervision from the leadership, both the Head of Service and the Head of the Division which is carried out regularly and continuously.

H2: Supervision affects organizational culture at the Bulungan Regency DPRD Secretariat office

H5: Supervision has a direct effect on ASN performance at the Bulungan Regency DPRD Secretariat office.

In addition to the coordination and supervision function, there are still communication factors that can affect ASN performance at the Bulungan Regency DPRD Secretariat. Communication also plays an important role in improving the performance of ASN, the leadership plays an important role in realizing every planned work program by always maintaining good communication with all staff and members. Effendy (2013: 13), "communication is the process of conveying thoughts or feelings by one person to another by using symbols that have the same meaning for both parties". Darsowiryo (2014:7) provides a definition, "communication is a process of using a meaningful symbol by two or more people with the aim of creating the mutual understanding needed to achieve a desired goal". The results of his research also prove that communication has a significant effect on performance. Marta (2016) also proves that organizational communication has a significant positive effect on employee performance.

H3: Communication affects organizational culture at the Bulungan Regency DPRD Secretariat office

H6: Communication has a direct effect on ASN performance at the Bulungan Regency DPRD Secretariat office

The next factor that can affect performance is organizational culture. Wibowo (2010:19) organizational culture is the basic philosophy of the organization that contains beliefs, norms, and shared values that are the core characteristics of how to do things in an organization. Organizational culture is a guideline within an organization in which values, norms and beliefs are summarized which become a guide for how to achieve organizational goals. What happens is that the organizational culture in the Bulungan Regency DPRD Secretariat is still not optimal. This is because there are still some ASN who have not carried out their main duties and functions properly, so that the time and working hours become uncertain. For example, at the time of the plenary session or other meetings, there are still civil servants who are very busy with their respective jobs. But on a normal day, they are just not busy. The work should be balanced when there is a meeting or trial they must also work according to their respective duties and functions. There are also some civil servants who do not obey the regulations, for example when the apple arrives late, this can damage the organizational culture in the Bulungan Regency DPRD Secretariat. Organizational culture has an influence on performance both directly and indirectly, this is evidenced by Darmanto (2018). Halim (2016), Marta (2016) and Prabawa (2016) also prove that organizational culture influences performance.

H7: Organizational culture has a direct effect on the performance of ASN at the Bulungan Regency DPRD Secretariat office

H8: The function of coordination, supervision and communication has an indirect influence on ASN performance at the Bulungan Regency DPRD Secretariat office after going through organizational culture.

Methods

Type of research is a type of quantitative research, according to Umar (2008) which states that quantitative research intends to provide meaning and must play an active role in the whole study. While the nature of this research is to describe and explain (descriptive explanatory) relating to the position of one variable and its relationship to other variables. The population in this study were all employees of the Bulungan Regency DPRD Secretariat, totaling 25 employees. sampling technique used is saturated sampling, which is a sampling method where the entire population is used as a research sample. The tool used by the researcher is the instrument for the Likert scale questionnaire method. To test and statistically prove the role of organizational culture in mediating the effect of the function of coordination, supervision and communication on the performance of the employees of the DPRD Secretariat of Bulungan Regency. analysis is used path.

Results and Discussion

To prove whether the conflict variable between jobs is a moderating variable between compensation and the performance of employees at the Public Works and Public Housing Office of Bulungan Regency using *Moderated Regression Analysis* (MRA).

The first step, the influence of the coordination and supervision function on the organizational culture of the DPRD Secretariat Bulungan Regency employees, the results of the analysis are as follows:

Table 1. The results of the First Equation Path Regression Test

Model	Unstandardized Coefficients B	Standardized Coefficients Beta	t	Sig
Constants (a)	1.116		0,206	0,838
Coordination function	0,236	0,317	2,877	0,006
Supervision	0,233	0,240	2,177	0,033
Communication	0,219	0,320	0,004	3,009

Dependent variable : Organizational culture

Source : Result of data processing with SPSS.

The second step regarding the influence of the coordination, supervision, and communication functions on the performance of the DPRD Secretariat employees of Bulungan Regency is mediated by organizational culture variables in the form of analysis as follows:

Table 2. Path Analysis

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	-1.592	8.044		-0.198	0.844
Coordination function	0.366	0.122	0.326	3.007	0.004
Supervision	0.404	0.158	0.277	2.550	0.013
Communication	0.311	0.108	0.302	2.888	0.005
2 (Constant)	-1.723	8.089		-0.213	0.832
Coordination function	0.338	Supervision	0.130	0.012	0.376
			0.301		
	0.165	0.258	2,276	0.027	Communication
	0.116	Organizational	0.277 2.455	0.017	0.192
	0.118	0.078	0.541	0.614	Dependent
					variable

Source: Results of Data Processing with SPSS.

Table 3. Direct and Indirect

Effects Direction of Effects	Direct	Effects Indirect
Model 1		
Coordination functionSupervision	0.326	
PerformancePerformance	0.277	
PerformanceCommunication	0.302	
Model 2		
Coordination functionOrganizational culturePerformance		$0.317 \times 0.078 = 0.025$
SupervisionàOrganizational culturePerformance		$0.240 \times 0.078 = 0.019$
Communication Organizational culture Performance		$0.320 \times 0.078 = 0.025$

Source: Results of data processing.

Based on multiple linear regression testing, the first and second equations show the effect of the coordination function on the performance of the Bulungan Regency DPRD Secretariat employees through organizational culture as an *intervening*, the result of the multiplication effect is 0.025. The direct influence between the coordination function on the performance of the DPRD Secretariat in Bulungan Regency with a coefficient of 0.326 is greater than the indirect effect between the coordination function through organizational culture with a coefficient of 0.025 so that the direct influence is more dominant than the indirect effect. Supervision effect on the performance of the DPRD Secretariat of Bulungan Regency employees through organizational culture as an *intervening*, the results obtained from the multiplication of the influence, namely 0.019. The direct influence between supervision on employee performance with a coefficient of 0.277 is greater than the indirect effect between supervision through organizational culture with a coefficient of 0.019 so that the direct effect is more dominant than the indirect effect. Communication influence on the performance of the DPRD Secretariat of Bulungan Regency employees through organizational culture as an *intervening*, the results obtained from the multiplication of the influence, namely 0.025. The direct effect of communication on employee performance with a coefficient of 0.302 is greater than the indirect effect of communication through organizational culture with a coefficient of 0.025 so that the direct effect is more dominant than the indirect effect.

Effect of Coordination Function on Organizational Culture

Based on the first hypothesis test, it can be seen that the coordination function shows a positive influence on organizational culture, this is indicated by the value of $t_{\text{count}} = 2.877$ with a significance of 0.006 less than 0.05, thus the first hypothesis is accepted. The coefficient value of the coordination function is 0.317, this indicates that if the coordination function is increased by one unit, it will increase the organizational culture by around 31.7%. In addition to the results of the data processing above, all statements about the coordination function made to 64 respondents stated that they agreed, especially about all activities being carried out well, whether or not there was information, this question has received a response of 78.1% agreeing. The presence or absence of adequate information technology will affect the smooth implementation of tasks.

The implementation of the coordination function in an organization is not as easy as one thinks, it is impossible to achieve the vision and mission of an organization effectively and efficiently if there is no strong coordination. The coordination function is indeed difficult to do this because of the differences in perceptions, ideas, opinions, ideas of each individual. This is in accordance with the opinion of Siagian (2012: 12) that there are two reasons why the implementation of the coordination function is difficult in practice, namely the lack of use of inappropriate functionalization reasons, assuming that because it is in the job description, the work unit concerned feels as the only functional one. responsible for carrying out certain activities without the intervention of other units in the organization. This research proves that the coordination function in the Bulungan Regency DPRD Secretariat Office has been included in the good category.

Effect of Supervision on Organizational Culture

The results of the second hypothesis test show that supervision shows a positive influence on organizational culture, this is indicated by the value of $t_{\text{count}} = 2.177$ with a significance of 0.033 less than 0.05, thus the second hypothesis is accepted. The supervisory coefficient value is 0.240, this shows that if the supervisory function is increased by one unit, it will increase the

organizational culture by about 24%. In addition to the results of the above data processing, all statements about the supervisory function made to 64 respondents stated that they strongly agreed, especially about the leadership providing an assessment of the work of its employees as a benchmark, most of the respondents responding agreed, namely 73.4%. Overall the supervisory function is categorized as very good. Kadarisman (2012: 172), supervision as a management function is an uninterrupted process to ensure that the implementation of tasks, functions, and authorities do not deviate from the established rules and work culture in order to achieve organizational goals. Supervision is a function in functional management that must be carried out by every leader regarding the organizational culture that has been applied so far. This research has proven that the supervision in the Bulungan Regency DPRD Secretariat Office is in the good category. Research on the supervision of organizational culture to the author's knowledge has not done any research. However, the author has conducted research and has succeeded in proving that supervision has an influence on organizational culture in the Bulungan Regency DPRD Secretariat Office.

Effect of Communication on Organizational Culture The

results of the third hypothesis test show that communication shows a positive influence on organizational culture, this is indicated by the value of $t_{count} = 3.009$ with a significance of 0.004 less than 0.05, thus the third hypothesis is accepted. The value of the communication coefficient is 0.320, this shows that if the communication is increased by one unit, it will increase the organizational culture by about 32%. In addition to the results of data processing above, all statements about communication made to 64 respondents agreed, especially regarding mutual respect and respect for each other, this question has received a response of 60.9%. There is a relationship between all employees, most of the respondents responded agree that is 54.7%. Overall communication is categorized as very good. An organization will not be effective if there is no good communication in it, both leaders to employees or employees to their leaders and between co-workers. The relationship between communication and culture is very inherent, as stated by Rivera in Prabawa (2013: 8), "communication and culture have a symbiotic relationship, changing one will facilitate changes in the other. If communication does not go well, the organizational cultural values will also not be embedded properly into employees. The results of the research above are supported by previous research conducted by Halim (2016) which has proven that organizational communication has an effect on organizational culture. But not with Prabawa (2013) who proves organizational communication has no effect on organizational culture.

The Direct Effect of the Coordination Function on ASN Performance

The results of the data analysis of the direct effect of the coordination function on performance show that the coordination function has a direct significant influence on performance. This can be seen from the results of testing the hypothesis of the direct effect of the coordination function on employee performance with a value of $t_{count} = 3.007$, a significant value of 0.004 with a coefficient value of 0.326, which means that every one increase in the coordination function will increase employee performance by 32.6%. This means that every increase in the coordination function will improve the performance of the Bulungan Regency DPRD Secretariat employees in carrying out the tasks that are their responsibility. The findings of this study are in line with the results of research conducted by Darmanto (2018). The results of the study show that coordination partially affects performance. Laia (2018) proves that the work coordination variable (X1) affects on the employee performance variable (Y), which is indicated by the

$t_{count} > t_{table}$, meaning that the work coordination variable affects the employee performance variable at the Susua Sub-District Office, South Nias Regency.

The Effect of Direct Supervision on ASN Performance

The results of data analysis on the effect of direct supervision on the performance of the Bulungan Regency DPRD Secretariat employees show that supervision has a direct significant effect on performance. This can be seen from the results of testing the hypothesis of the direct influence of supervision on employee performance with a value of $t_{count} = 2.550$, a significant value of 0.013 with a coefficient value of 0.277, which means that every one increase in supervision will increase employee performance by 25.5%. This means that any increase in supervision will directly improve the performance of the Bulungan Regency DPRD Secretariat employees in carrying out their duties. The findings of this study are in line with the results of research conducted by Arifin (2019), the conclusion that work supervision research has a partial effect on employee performance. Lovihan (2018) analysis results show that partially supervision has a significant positive effect on employee performance. Hamdi (2016) explains that the performance of employees is less than optimal in carrying out their work duties and responsibilities due to the weak level of supervision. The results of hypothesis testing are known to have an influence of the level of supervision on performance of 98.6% and the rest are not studied.

The Effect of Direct Communication on ASN Performance

Based on the sixth hypothesis test, it can be seen that communication shows a direct influence on employee performance at the Bulungan Regency DPRD Secretariat Office, this is indicated by the t value 2.888 with a significance of 0.005 less than 0.05, thus the sixth hypothesis accepted. The communication coefficient value is 0.302, it shows that if communication is increased by one unit, it will directly increase the performance of the employees of the Bulungan Regency DPRD Secretariat Office by about 30.2%. The results of this study can be interpreted that the better the communication that exists in the work environment, the better the employee's performance. Likewise, if the communication is not good, the employee's performance will decrease. The findings of this study are in line with the results of research conducted by Arifin (2019) which has proven that communication has a partial effect on employee performance. Laia (2018) also proves that the communication variable has an effect on the employee performance variable, which is indicated by the value of $t_{count} > t_{table}$, then the decision is that H_0 is accepted and H_a is rejected, meaning that the communication variable affects the employee performance variable. Halim (2016) found that communication variables directly affect employee performance. Marta (2016) proves that organizational communication has a significant positive effect on employee performance.

The Direct Effect of Organizational Culture on ASN Performance

The results of this study indicate that organizational culture has no significant effect on the performance of the employees of the Bulungan Regency DPRD Secretariat office, as evidenced by the acquisition of a significance value of 0.541 for a variable greater than 0.05. This indicates that any improvement in organizational culture that already exists in the Bulungan Regency DPRD Secretariat has so far not had an impact on employee performance. Organizational culture arises when employees start talking about cultivating new values, cultural conflicts and maintaining culture, but all of these have no effect on the performance of the Bulungan Regency DPRD Secretariat employees. This is because there are other factors that have a greater

influence on improving performance, such as motivation, discipline, compensation, experience, education and so on. The results of this study are the same as the evidence conducted by Girsang (2019) which states that organizational culture has no effect on employee performance. Megaantara (2019) based on the results of data analysis using path analysis, the results obtained that organizational culture has no effect on employee performance. This can be seen in the consistency of the existing regulations in the company from the past until now, the making of regulations that are in accordance with applicable norms and the mission that is in the company also does not experience significant changes, as well as the involvement of employees in making regulations. This condition makes organizational culture not really have a real impact on employee performance. That is, organizational culture is not a variable that can explain employee performance. The impact will reduce employee performance.

The Indirect Effect of Coordination, Supervision, and Communication Functions on ASN Performance After Going Through Organizational Culture The

results showed that the direct influence between the coordination, supervision and communication functions, either partially or simultaneously on ASN performance, was greater than the indirect effect between the coordination and supervision functions. and communication through organizational culture so that direct influence is more dominant than indirect influence. Based on the opinion of Baron and Kenny in Ryan and Sagas (2009) in full mediation, the mediating variable will remain significant, while the predictor will no longer be significant in predicting the outcome. If the predictor remains significant along with the mediation, the relationship can be described as partial mediation. Partial mediation occurs if the effect of the independent variable on the dependent variable after being mediated is smaller than before being mediated and remains significant.

Organizational culture is part of the performance management system. organizational culture will affect the level of employee performance. A positive organizational culture is a crystallization of a strong commitment, strong coordination, inherent supervisory function, and harmonious communication will support the achievement of employee performance. A positive organizational culture will be a psychological framework for creating a pleasant and comfortable work climate. The organizational culture that is built must be in sync with the strategy that will be carried out by the organization in a performance management system so as to produce a flexible but appropriate synergy as an adjustment action to internal and external changes.

Based on the opinion above, thus the organizational culture in the study does not partially mediate the effect of the function of coordination, supervision and communication on the performance of the employees of the Bulungan Regency DPRD Secretariat Office. Likewise, organizational culture in the study does not partially mediate the effect of the coordination, supervision and communication functions on employee performance.

Conclusion

Based on the results of data analysis and discussion in the previous chapter, several conclusions can be drawn as follows:

- a. The coordination function shows a positive influence on organizational culture at the Bulungan Regency DPRD Secretariat Office, this is indicated by a significance value smaller than 0.05 and the first hypothesis is accepted.

- b. Supervision shows a positive influence on organizational culture in the Bulungan Regency DPRD Secretariat Office, this is indicated by a significance value less than 0.05 and the second hypothesis is accepted.
- c. Communication shows a positive influence on organizational culture in the Bulungan Regency DPRD Secretariat Office, this is indicated by a significance value smaller than 0.05 and the third hypothesis is accepted.
- d. The coordination function directly affects the performance of the Bulungan Regency DPRD Secretariat employees showing that the coordination function has a direct significant influence on performance. This means that any increase in the coordination function will improve the performance of the Bulungan Regency DPRD Secretariat employees in carrying out the tasks that are their responsibility.
- e. Supervision directly affects the performance of the Bulungan Regency DPRD Secretariat employees showing that supervision has a direct significant effect on performance. This means that any increase in supervision will directly improve the performance of the Bulungan Regency DPRD Secretariat employees in carrying out their duties.

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