Analysis of Leadership Communication in Improving Employee Performance in the General Bureau of the Regional Secretariat of Lampung Province

Doan Frase Panjaitan[1], Reza Agustian Arifin[2]
[1,2]Biro Umum Sekretariat Daerah Provinsi Lampung
Email: doan.panjaitan@gmail.com

Abstract

This research was conducted with the aim of knowing the patterns and processes of organizational communication between leaders and employees in building job satisfaction and what factors are the supporters and obstacles in the process of organizational or agency communication between leaders and subordinates in building job satisfaction in the General Bureau of the Regional Secretariat of Lampung Province. The method used in this research is a qualitative method with a communication approach and is discussed descriptively. Data analysis techniques in this study used interview techniques, observation, and internet media. The informants in this study amounted to 7 people, namely 1 Bureau Head, 3 Section Heads, and 3 Sub-Section Heads at the General Bureau of the Regional Secretariat of Lampung Province. The results showed that the communication patterns and processes used were chain patterns, namely leaders who wanted to convey information to employees not directly to employees but through the head of the section. This was because the General Bureau Secretariat of Lampung Province was structured. Supporting factors in building job satisfaction are open communication by leaders with employees, facilities provided by the secretariat, and satisfactory performance allowances. The obstacle factors are miscommunication that usually occurs between leaders and employees, semantic barriers, and physical barriers.

Keywords: Leadership Communication, Employee Performance.

Introduction

Human life basically always involves communication, both between individuals and in interpersonal relationships. Communication can be said to be an inherent activity in human life for the reason that communication is a tool used to interact with each other both in social life and in a government agency, company, or organization (Yue *et al.*, 2019). In social life, communication has a crucial role, not only in conveying messages, ideas, and thoughts but also in inviting and influencing others (Virgawenda *et al.*, 2016). In addition, communication serves as an interaction tool to provide perceptions of achieving various goals for individuals, groups,

companies, and society (Gemeda & Lee, 2020). The importance of communication in human existence is so great that various efforts are made to study and develop it in order to improve interpersonal communication skills and the ability to communicate effectively to achieve goals (Idayanti *et al.*, 2020).

Communication users always develop along with the development of communication technology. Along with the advancement of communication technology, achieving goals will become easier both personal goals and the goals of society, companies, and governments (Hamad *et al.*, 2022). Good communication is not only important in interpersonal relationships but also important for people who act as leaders and employees in organizations (Men & Yue, 2019). Company goals will be easier to achieve if communication techniques are carried out properly and appropriately. In addition to effective communication and good cooperation, human resources are also one of the important factors in achieving organizational goals (Chan & Lai, 2017). Human resource management is a science or way to manage the relationship and role of the workforce so that it can be used optimally to maximize the common goals of the company, employees, and society (Kim *et al.*, 2019). Human resource management is based on the concept that every employee is a human being, not a machine, and not merely a business resource. The design and implementation of planning systems, staffing, career management, employee development, performance evaluation, wages, and positive working relationships are all included in human resource management (Boon *et al.*, 2018).

Human resources are an important component of the organization; without human resources, the organization cannot run well (Farida *et al.*, 2018). Human resource management includes all management decisions and actions that have a direct impact on individuals (Barusman & Habiburrahman, 2022). Therefore, a human resource strategy is needed to identify the skills and knowledge that the company has that match its operational needs. In addition, a strategy is also needed for managing and designing the right workforce so that workers can work effectively and efficiently (Matondang *et al.*, 2021).

In addition, communication is very important in improving employee performance (Barusman, 2014). Employees will produce high performance if communication with leaders is well established. So that there is motivation as a

driving force for employees to carry out activities in order to get the best results (Buil et al., 2019). In order to create positive motivation that will lead to maximum performance, which is also supported by organizational facilities to achieve organizational goals, a leader in the organization must be able to create harmonious integration with his employees (Barusman & Rulian, 2020). This includes fostering cooperation and arousing employee morale.

Since some employee witness, observe, and model the leader's behavior, it can be determined that the leader's behavior impacts the psychological well-being of employees through their own understanding (Malik & Garg, 2020). Employee performance will be positively impacted by the leader's communication if it is seen by the employee as something that should be expected; otherwise, if the leader's communication deviates from his expectations, it will have a negative impact on employee performance (Malik & Verawati, 2015). Therefore, to improve employee performance again, one of the other factors that must be considered besides communication is related to the leadership applied by leaders in agencies or organizations, especially how this leadership can support improved employee performance (Oktaviannur & Pratama, 2016).

Based on temporary observations at the General Bureau of the Regional Secretariat of Lampung Province, leadership communication with employees has not been effective, such as the ability to motivate employees to improve performance and lack of implementing a reward system for employees who have good performance. there is low employee performance. With this phenomenon, research will be conducted to examine communication between leaders and employees in building job satisfaction at the General Bureau of the Regional Secretariat of Lampung Province.

Literature review

a. Communication

In complex organizations, communication is the process of sending and receiving information. It can also refer to the exchange of information between members of the organization, including horizontal communication between members with the same level of authority and vertical communication that occurs from top to bottom (Kuncowati & Rokhmawati, 2018). According to Hee et al.,

(2019) communication is the exchange of information, ideas, and feelings by individuals or groups. Othman *et al.*, (2017) suggest that communication is the process of collecting, analyzing, storing, and sharing information among organizational units in order to support the efficient operation of organizational communication systems. Thus, communication is not just conveying and receiving messages; achieving a common understanding of the substance of the message is the fundamental purpose of communication activities (Prayogi *et al.*, 2019).

Communication has a purpose, namely to provide orders, reports, information, ideas, suggestions, news, and establish relationships from a communicator to a communicant or recipient (Kalogiannidis, 2020). Edward & Calen (2020) divide communication methods into 5 parts: direct communication, indirect communication, horizontal communication, unidirectional communication, and two-way communication. There are 6 indicators to measure communication: creating effective communication, developing empathy, task-related communication, career-related communication, communication between employees, and tolerance of opinion (Gautama *et al.*, 2018).

In communication, there are 5 important factors that must be considered, namely the quality of information media, information accessibility, information dissemination, information load, and information accuracy (Mubarok & Darmawan, 2019). The quality of information media relates to publications, written instructions, reports, electronic mail, and other media used in the organization. Information accessibility refers to the extent to which information is available to organizational members from various sources within the organization. Information dissemination relates to the extent to which information is disseminated throughout the organization and how information is received from all parts of the organization. Information load refers to the extent to which members receive more or less information than they need to handle in order to function effectively. Information accuracy relates to how much organizational members understand the information actually contained in a given message compared to how much information is disseminated to organizational members directly (Otieno *et al.*, 2015).

b. Employee Performance

Employee performance is the ability of employees to complete assigned tasks in accordance with their qualifications, experience, sincerity, and time availability (Romli *et al.*, 2019). The performance of an employee is an individual thing because employees are able to do their respective jobs with different levels of ability (Eliyana et al., 2019). Performance is the result achieved and produced by an employee within a certain period of time, according to his role in the job (Ximenes *et al.*, 2019). One very important element in an institution's efforts to increase productivity is good employee performance.

Performance serves as a measure of how well an institution or organization is making efforts to achieve a high level of productivity. According to Song *et al.*, (2019) employee performance is the result of the quality and quantity of work completed by an employee in carrying out his duties in accordance with the responsibilities assigned to him. From several opinions, it can be concluded that employee performance is the ability of employees to complete their work in a way that allows goals to be achieved according to predetermined targets (Deng *et al.*, 2022). With the creation of good employee performance, work will be completed faster, damage can be reduced, absenteeism will be reduced, and errors will be reduced.

Without performance, there will be no effort to achieve goals or get the desired results. Good performance has several characteristics, namely rational, consistent, precise, efficient, challenged, directed, disciplined, systematic, achievable, agreed, time-related, and oriented towards group cooperation (Song *et al.*, 2019). Therefore, a person's performance must be assessed so that its implementation can be directed in accordance with organizational goals (Andini *et al.*, 2023). According to Latifah & Syam (2020) there are 5 factors in performance appraisal: quality of work, quantity of work, required supervision, attendance, and conservation. There are several indicators to measure employee performance, namely, service orientation, integrity, commitment, discipline, cooperation, and leadership (Khair *et al.*, 2021).

Methodology

Basically, every research project requires a research method according to what you want to research. In this study, we used qualitative methods to be able to account for the truth. Qualitative research aims to understand the phenomenon of what is experienced by the research subject, for example, behavior, perception, motivation,

action, and others, holistically. By describing in the form of words in a special natural context and by utilizing various natural methods (Firman, 2018).

In this study, the informants were employees of the General Bureau of the Regional Secretariat of Lampung Province, totaling 7 people, namely 1 Bureau Head, 3 Section Heads, and 3 Sub-Section Heads at the General Bureau of the Regional Secretariat of Lampung Province. The data collection techniques used in this research are observation, interview, and documentation. The observation technique is to make direct observations of the performance activities of employees of the General Bureau of the Regional Secretariat of Lampung Province. The interview technique is to conduct interviews with employees who know about leadership communication in the General Bureau of the Provincial Regional Secretariat. Observation technique, namely data collection regarding the organizational structure and number of employees.

Data analysis is the process of organizing data obtained from field notes, interviews, and documentation into categories and units, synthesizing, compiling into patterns, selecting what is important and what will be studied, and drawing conclusions so that it is easily understood by oneself and others. The data analysis techniques used in this research are reduction, display, and conclusion drawing verification. To check the validity of the data, it was carried out based on 3 techniques, namely credibility, transferability, and dependency (Octaviani & Sutriani, 2019).

Result And Discussion

Leadership Communication in Improving Employee Performance at the General Bureau of the Regional Secretariat of Lampung Province

Employee performance at the General Bureau of the Regional Secretariat of Lampung Province has been carried out effectively and optimally by applying the value of empathy in communication, communication in assigning tasks, communication in career paths, communication between employees that builds chemistry outside of working hours, and tolerance in assigning tasks. Communication helps in determining the level of good employee performance.

a. Effective

Effective communication is an essential requirement for a leader. Leaders can lead and manage an organization, plan, and organize it with the help of efficient communication. Most of a leader's time is spent communicating. Leaders and employees can perform their respective tasks more effectively with the support of clear information. If tasks are completed effectively and efficiently, this benefits the institution and has a good impact (Kulachai *et al.*, 2018). Based on the results of interviews conducted related to effective indicators, it can be concluded that effective communication has an impact on what is instructed. If it has good instruction results, the resulting performance must also be good. Effective communication has also been implemented by the agency leader, namely the bureau chief, so that good employee performance is formed in this case.

b. Empathy

Communicating with empathy shows one's sensitivity to the suffering of others. The purpose of empathetic communication is to focus more on the complaints and difficulties of others (Eka & Anik, 2020). Based on the results of interviews conducted related to the empathy indicator, it can be concluded that the presence of empathy in communication will have an impact on what is instructed, because what is felt by leaders and employees will also be felt by the other party, so that the values and mindsets developed in communication will ultimately improve work results.

c. Tasks

In giving assignments, they must communicate with their respective strategies so that the work given can be completed properly. Based on the results of interviews conducted related to task indicators, it can be concluded that communication in providing assignments has its own impact. In this case, the leader, namely the Head of the General Bureau of the Regional Secretariat of Lampung Province, has tried to use good communication so that the assignment can also be completed properly, which is also included with the assignment that is always based on the job description.

d. Career

Effective communication is essential for both upward and downward career paths. Conceptually, every communication still needs to be done well and in a certain way. However, in this case, the career path has a significant impact (Maidiyanto *et*

al., 2021). Based on the results of interviews conducted related to career indicators, it can be concluded that communication in career paths is not an obstacle to employee performance at the General Bureau of the Regional Secretariat of Lampung Province. This is because the bureau head continues to use the concept of universal communication, where all must communicate well regardless of status. Even if there is input, the leader is willing to accept input from his staff.

e. Employees

One of the most important aspects is communication between employees. Employees must remember that they have the same position when collaborating to carry out the instructions given by the bureau head. Based on the results of interviews conducted related to employee indicators, it can be concluded that communication between employees that has been built inside and outside working hours facilitates the process of carrying out work. In the end, using the words "sorry", "please", and "thank you" will make employees feel appreciated by their coworkers. This indirect appreciation will allow the work to be completed happily instead of feeling burdened by the obligations given.

f. Tolerance

Tolerance can also be used to build communication. The principles of tolerance must be embedded in the flow of communication between leaders, employees, and fellow employees if they want to achieve good employee performance results. Based on the results of interviews conducted related to tolerance indicators, it can be concluded that communication must also have tolerance values to facilitate the work process carried out between employees. For employees of the General Bureau of the Regional Secretariat of Lampung Province, work will feel easier to complete, and the results will help employees maintain their performance.

Communication Patterns of Leaders in Improving Employee Performance at the General Bureau of the Regional Secretariat of Lampung Province

As a means to answer the formulation of problems related to the leadership communication patterns that occur between leaders and subordinates, interviews were conducted with parties directly related to the research. Based on the results of interviews that have been conducted, communication between leaders and subordinates can take place non-formally, which is not related to positions because

employees and leaders discuss within the scope of friendship, in order to be able to create conducive communication as an effort to advance the agency, namely by participating in activities both internal and external. Internal activities carried out are activities carried out by leaders and subordinates outside of scheduled activities, while internal activities carried out are activities carried out in accordance with the work program or agenda that has been made.

Leaders and employees of the General Bureau of the Regional Secretary of Lampung Province tend to use chain communication patterns when speaking, which is an official and gradual communication style. If information cannot be conveyed directly to the Head of the Bureau, it must go through a procedure, namely a formal meeting. Based on the interviews that have been conducted, the communication patterns used by leaders and subordinates in building job satisfaction are using a chain pattern, where this pattern is a gradual process of delivering information. The chain communication pattern carried out by the General Bureau of the Lampung Provincial Secretariat has been effective and is able to build job satisfaction for both leaders and employees.

Factors that Support and Obstruct Leadership Communication in Improving Employee Performance at the General Bureau of the Regional Secretariat of Lampung Province

A common activity in everyday life is communication, which is defined as the process of delivering messages or information from one person to another to create a common view (Soekardi *et al.*, 2020). Leaders and employees will feel more satisfied with their work if there is a supportive communication environment. Things that support communication will lead to job satisfaction felt by employee leaders at work. Supporting factors for communication in improving employee performance at the General Bureau of the Regional Secretariat of Lampung Province, namely the media provided by the office, because nowadays modern communication can be done anywhere and anytime through the media. Apart from the media, another supporting factor is the salary and work allowances provided by the government.

If there are factors that support communication, there are also factors that hinder communication. Factors that hinder the communication process, namely misunderstandings in conveying messages between leaders and employees and

behavioral barriers. However, these inhibiting factors can be resolved by discussing them, because if they are not resolved, they will have a bad impact on work, such as the relationship between each other becoming tenuous.

Conclusion and Implication

Conclusion

Based on the results of the above research, the following conclusions can be drawn:

1. The communication pattern and message flow used are chain patterns, namely that employees who want to interact with the Head of the General Bureau must have previously communicated with the Head of the Section. This is because the General Bureau of the Lampung Provincial Secretariat has a structure that will produce its own satisfaction, both for employees and leaders. In making decisions, a meeting is always held first. In the meeting, there are also no restrictions on giving suggestions or opinions to the leadership, because in meetings, all suggestions or opinions are always appreciated. This will build a sense of satisfaction between leaders and employees.

2. There are several obstacles that have occurred in the General Bureau of the Lampung the General Bureau of the Lampung provincial Secretariat such as miscommunication, namely misunderstanding between the Head of the General Bureau and employees in conveying information because they use the intermediary of the section head. Besides that, there are also things that support work in the General Bureau of the Lampung Provincial Secretariat, namely policies from the leadership so that they have the right to regulate their employees, facilities provided by the government and the Secretariat, as well as performance allowances and rewards.

Implication

Based on the results of the study, there are several suggestions that are proposed, as follows:

1. Communication patterns between leaders and employees are very influential in building performance satisfaction because, in making decisions, formal meetings are always held. Leaders and employees must establish more effective communication even though it is not in the office environment, so that at work there is no sense of awkwardness, but still with the limitations of there are levels

of positions that must be respected so that the General Bureau of the Regional Secretariat of Lampung Province can develop more.

2. To increase job satisfaction, it is hoped that a good leader can position himself as a friend or family member with employees so that employees are not awkward and enjoy communicating with the leadership and always carry out activities outside of work or just sharing with employees about what problems occur externally. From this research, it is also expected that all obstacles or problems that occur can be resolved quickly so that performance satisfaction is built.

Bibliography

Andini, W., Barusman, T. M., & Warganegara, T. L. P. (2023). The Role Of Local Community Participation In The Developing Cultural Tourism Sustainability. *Journal of Management, Business and Social Sciences*, *1*(1), 1–15.

Barusman, A. R. P. (2014). Student Satisfaction as a Mediating Variable between Reputation, Image and Student Loyalty. *Multidisciplinary Studies*, *1*, 414–436.

Barusman, A. R. P., & Habiburrahman, H. (2022). The role of supply chain management and competitive advantage on the performance of Indonesian SMEs. *Uncertain Supply Chain Management*, *10*(2), 409–416.

Barusman, A. R. P., & Rulian, E. P. (2020). Customer Satisfaction and Retention and its impact on Turism in Hotel Industry. *Utopía y Praxis Latinoamericana*, *25*(1), 117–126.

Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management*, *29*(1), 34–67.

Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, *77*, 64–75.

Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of Business Research*, *70*, 214–223.

Deng, J., Liu, J., Yang, T., & Duan, C. (2022). Behavioural and economic impacts of end-user computing satisfaction: Innovative work behaviour and job performance of employees. *Computers in Human Behavior*, *136*, 107367.

Edward, Y. R., & Calen. (2020). The Influence of Organizational Culture, Training and Communication toward Employee Performance in PT Multi Jaya Samudera. *SIASAT*, *5*(3), 40–50.

Eka, F., & Anik, H. (2020). The Effect Of Organizational Communication And Job Satisfaction On Employee Engagement And Employee Performance At Pt. Abyor International. *Dinasti International Journal of Education Management And Social Science*, *1*(4), 479–489.

Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, *25*(3), 144–150.

Farida, I., Purnomo, A., & Nuzir, F. A. (2018). Development model of public open space in Bandar Lampung City's regional government. *Journal Opcion*, *34*, 879–895.

Firman, F. (2018). *Analisis Data dalam Penelitian Kualitatif*.

Gautama So, I., Djunggara, A. A., Fahrobi, R., Simamora, B. H., & Ruangkanjanases, A. (2018). Effect of Organisational Communication and Culture on Employee Motivation and Its Impact on Employee Performance. *Pertanika Journal of Social Sciences & Humanities*, *26*(2).

Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, *6*(4).

Hamad, A. Al, Alshurideh, M., Alomari, K., Kurdi, B. Al, Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommuni-cations companies in Jordan. *International Journal of Data and Network Science*, *6*(2), 429–438.

Hee, O. C., Qin, D. A. H., Kowang, T. O., Husin, M. M., & Ping, L. L. (2019). Exploring the Impact of Communication on Employee Performance. *International Journal of Recent Technology and Engineering*, *8*(3S2), 654–658.

Idayanti, E., Ayu, I. D. A., & Piartrini, P. S. (2020). The effects of communication, competency and workload on employee performance in Hotel Puri Saron, Seminyak, Kuta, Bali. *American Journal of Humanities and Social Sciences Research*, *4*(6), 29–37.

Kalogiannidis, S. (2020). Impact of Effective Business Communication on Employee Performance. *European Journal of Business and Management Research*, *5*(6).

Khair, F. El, Defit, S., & Yuhandri, Y. (2021). Sistem Keputusan dengan Metode Multi Attribute Utility Theory dalam Penilaian Kinerja Pegawai. *Jurnal Informasi Dan Teknologi*, 215–220.

Kim, Y. J., Kim, W. G., Choi, H.-M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and

environmental performance. *International Journal of Hospitality Management*, *76*, 83–93.

Kulachai, W., Narkwatchara, P., Siripool, P., & Vilailert, K. (2018). Internal communication, employee participation, job satisfaction, and employee performance. *Proceedings of the 15th International Symposium on Management (INSYMA 2018)*.

Kuncowati, H., & Rokhmawati, H. N. (2018). The Influence of Communication and Work Discipline on the Employee Performance (A Case Study of Employee Performance of Dwi Arsa Citra Persada Foundation in Yogyakarta & Indonesia). *Researchers World : Journal of Arts & Science and Commerce(RWJASC)*, *IX*(2), 06.

Latifah, S. W., & Syam, D. (2020). Pengembangan Indikator Penilaian Kinerja Penerapan Faktor Lingkungan Supply Chain Umkm. *Performance: Jurnal Bisnis & Akuntansi*, *10*(1), 1–17.

Maidiyanto, R., Asmui, A., & Sompa, A. T. (2021). The Effect Of Work Motivation, Work Environment And Quality Of Communication On Employee Performance At The Regional Secretariat Of South Kalimantan Province, Indonesia. *European Journal of Human Resource Management Studies*, *5*(2).

Malik, M., & Verawati, N. (2015). Compensation Policy Implementation Of Fuel Oil, In The District Konawe, Southeast Sulawesi Province (Study on Implementation of Direct Cash Assistance). *International Multidiciplinary Conference on Social Sciences (IMCoSS)*, *1*, 21.

Malik, P., & Garg, P. (2020). Learning organization and work engagement: the mediating role of employee resilience. *The International Journal of Human Resource Management*, *31*(8), 1071–1094.

Matondang, M. H., Absah, Y., & Lubis, A. N. (2021). The Effect of Trust in Leader and Communication on Employee Performance through Motivation Pt. Herfinta Farm and Plantation. *International Journal of Research and Review*, *8*(1), 663–672.

Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, *45*(3), 101764.

Mubarok, E. S., & Darmawan, J. (2019). The influence of training, motivation, and work ethics on the internal communication and their impact on the employee performance. *European Journal of Business and Management*, *11*(24), 86–93.

Octaviani, R., & Sutriani, E. (2019). *Analisis data dan pengecekan keabsahan data*.

Oktaviannur, M., & Pratama, A. (2016). *Influence of Work Motivation and Work Discipline on the Performance of Employees in Regional General Hospital in the District Demang Sepulau Raya Central Lampung*. 51–57.

Othman, A. K., Hamzah, M. I., Abas, M. K., & Zakuan, N. M. (2017). The influence of leadership styles on employee engagement: The moderating effect of communication styles. *International Journal of ADVANCED AND APPLIED SCIENCES*, *4*(3), 107–116.

Otieno, B. B. A., Waiganjo, E. W., & Njeru, A. (2015). Effect of Employee Communication on Organisation Performance in Kenya's Horticultural Sector. *International Journal of Business Administration*, *6*(2).

Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). The Influence of Communication and Work Discipline to Employee Performance. *Proceedings of the First International Conference on Administration Science (ICAS 2019)*.

Romli, K., Oktaviannur, M., Rinova, D., & Dharmawan, Y. Y. (2019). Analysis of Tourism Mapping in Lampung Province to Optimize Entrepreneurship Development. *Review of Integrative Business and Economics Research*, *8*(2), 110–118.

Soekardi, A., Indrawati, R., & Erni, N. (2020). The influence of communication skill toward employee performance in radiology installation unit of hospital. *Management and Entrepreneurship: Trends of Development*, *4*(14), 31–42.

Song, Q., Wang, Y., Chen, Y., Benitez, J., & Hu, J. (2019). Impact of the usage of social media in the workplace on team and employee performance. *Information & Management*, *56*(8), 103160.

Virgawenda, T. M. B., Barusman, A. R. P., Barusman, M. Y. S., & Redaputri, A. P. (2016). Antecedent of Tourists' Behavioral Intentions and the Effect of Travel Companions as Moderating Variable on Nature Based Tourism. *Linguistica Antverpiensia*, *3*(1), 796–818.

Ximenes, M., Supartha, W. G., Manuati Dewi, I. G. A., & Sintaasih, D. K. (2019). Entrepreneurial leadership moderating high performance work system and employee creativity on employee performance. *Cogent Business & Management*, *6*(1).

Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, *45*(3), 101779.