The Effects of Motivation and Interpersonal Communication on Work Productivity Employees in Polytechnic 'X' Bandung, West Java

[1]Andi Budiawan, [2]Anton Budi Santoso, [3]Eriana Astuti, [4]Mohd Haizam Mohd Saudi

Abstract---The relatively low impulse arising from self-employment of employees to increase productivity, in the sense that they tend to wait for orders from the leadership. Extrinsic motivation is still poor extension to all employees within the meaning of motivation did not consider the level of heterogeneity that exists on the employee. This makes the indication of job that does not reach the target time, the number and quality or a predetermined quality. Frequent errors in carrying out the work, which shows the low effectiveness of the employee. According to provisional estimates the author of this was due to employee motivation in not growing well, besides motivating held leadership is not right when seen from motivational techniques, as well as internal communication has not worked as expected. It is, if not addressed will influence / resulted in employee productivity decline may be a result of a delay in the achievement of an organization. Based on this phenomenon the authors were interested to study and further research. The method used in this research is descriptive research method that provides an overview or affirmation of a concept, danmenjawab symptoms and answer questions regarding the status of the study subjects. Methods This descriptive study is associative. namely a study looking for a relationship between one variable to another variable. This research was conducted at the Polytechnic 'X' Bandung. As for research and observations carried out from June to November 2018. The study population is the entire Employee Polytechnic "X" which amounted Engineering samples used in this study is saturated sampling techniques and data analysis is a technique using multiple linear regression analysis using SPSS version 18.From the whole description in the discussion, it was discovered the fact that employee motivation and Interpersonal Communication Polytechnic 'X' Bandung in outline has been as expected and has been running optimally. Similarly, for a variable number of interpretation productivity score of 4.42 which is the category of Very High. It can be concluded in employee productivity has gone well.Based on regression analysis turned out to be both the independent variables significantly affect the productivity of pegawi either partially or simultaneously, Based on the analysis appropriate calculation of Pearson correlation coefficient (R) obtained a yield of 0.887 means that the relationship between motivation and interpersonal communication with employee productivity is very tight and strong. Through R Square (R2) of 0.638. or it can be said that the magnitude

[1]*Widyatama University, Bandung, Indonesia*

andi.budiawan@widyatama.ac.id

[2]*Widyatama University, Bandung, Indonesia*

[3]*Widyatama University, Bandung, Indonesia*

[4]*Widyatama University, Bandung, Indonesia*

of the coefficient of determination (KD) amounted to 78.70% means that 78.70% Employee productivity is influenced by variables Motivation and Communication and the remaining 21.30% influenced by other factors not examined in this study.

Keywords---*Motivation, Interpersonal communication and work productivity*

I. PRELIMINARY

With the rapid development of science and technology so globalized, this time civilization of human life always has a very dominant position and is a major factor in determining the choice. Man is a major factor in the management, because the man was driving, regulators, managers, planners in an attempt to achieve a predetermined goal. Relative importance of the human role in the management process to support the implementation of management functions to achieve optimal organization, therefore man as an object of management should be utilized with the skills he has. To utilize the human towards more productive and effective it is necessary motivational techniques that observes the terms of humanity, needs,

The participation of people in an organization / agency background by necessity, which is formulated in a deed and action called behavior, therefore, a leader in motivating subordinates faced with necessity so that subordinates will want to follow suit the purpose of motivation itself. So what is the purpose of the organization / institution can be achieved. Currently, the Government encourages government agencies / private sector to increase its productivity, so the more capable and role in encouraging economic growth, equitable development and results, including expanding business opportunities and employment. One effort to improve employee productivity is through motivation. It is based on the assumption that.

To achieve these objectives absolutely necessary role of communication in an effort to convey the message of the organization. Humans as communicators is important because without people all components of the organization can not work as it should be considering the human as a resource needed by both energy and mind which is a driving element for other components. Communication allows each member organization to help each other, hold each other and influence each other interactions so that the organization is alive and there is cooperation that will enhance organizational performance.

In line with the above description, it is based on observations during the pre study author at the Polytechnic neighborhood 'X' Bandung, visible presence of symptoms that describes that employee productivity Polytechnic 'X' Bandung can not be said to increase as what to expect. This is as is indicated in the following:

1. There is still a job that does not reach the target time, the number and quality or a predetermined quality.
2. Still frequent errors in carrying out the work, which shows the low effectiveness of the employee.

The symptoms one of which is caused by a motivation that has not been run properly. It can be seen from the following indicators:

1. Motivation in an effort conducted jointly mendinamisasikan employees to all employees in a way that is equated in the sense of motivation is less expensive existing heterogeneous level of the employees,
2. The relatively low impulse arising from self-employment of employees to increase productivity, in the sense that they tend to wait ruled by the leader of.

B.   Formulation of the problem

Based on the description of the background study, the researchers identified the principal issues as follows:

1. How the implementation of the provision of motivation and internal communication conducted Polytechnic 'X' Bandung?
2. How to Influence of motivation on employee productivity Polytechnic 'X' Bandung?
3. How to Influence Internal Communications to employee productivity Polytechnic 'X' Bandung?
4. How Effect of motivation and Internal Communication on employee productivity Polytechnic 'X' Bandung?

II. THEORETICAL FRAMEWORK
II.I. Understanding Motivation
II.I.I. Motivation theory
a.   Maslow's Theory of Needs

   Every human being has a need in his life, those needs consist of Physical Requirements, Needs Psychological and Spiritual Needs. In this theory needs is defined as the power or force that generates the urge for individuals to carry out activities in order to meet or satisfy those needs.

   Maslow in his theory divides the different levels of needs strength in motivating someone to do the activities. In connection with the Maslow explores some of the assumptions of the different levels of needs strength in motivating workers or employees in the organization. That assumption is as follows:

1). Lower needs are the strongest, which must be met prior
      is a physical necessity.
2). Strength needs to motivate not for long, because once met will
       weakening or loss of strength in motivating.
3). How that can be used to meet the needs of higher, apparently
      more than to meet the needs that are in order
      more.

b.   Theory Mc Clelland

   Hadari Nawawi (2005: 325) says that this theory is based on the result of a motivation classify activities such as achievements, including the work mentioned, among others:

1)   In working-risk work, workers risk jobs like soft, high-risk work to let him down, because if it fails underachieving.
2)   High performing employees liked the information as feedback.
3)   The weakness can be detrimental is the work of outstanding preferred to work independently.

c. Herzberg's theory

   This theory suggests that there are two factors that can give satisfaction in work, both these factors are:

1)   Something that can be motivating factor among other factors accomplishment, recognition or recognition factor, the factor of responsibility, the factors to make progress, and progress in work.
2)   The health needs of the work environment, these factors form of salaries, the relationship between workers, technical supervision, and working conditions.

d.   Reinforcement Theory (Reinforcement)

   This theory is widely used and the fundamental nature of the learning process, using a principle called the "Law of retribution (Law of Effect)" which says that a behavior that praise or reward. In addition, this theory comes also from the theory of behavior is based on the relationship between stimulants and Response.

e. Expectancy theory

   This theory is adhered to the principle that says "There is a close relationship between one's understanding about a behavior, with the results to be obtained as expected. Businesses that do employees as individuals affected by the type and quality of its ability, manifested in skills or expertise in working.

f. Theory of Interest as Motivation

   In the work should aim not hope. In fact, expectations are subjective and vary between each individual, although work on the unit or the same company. Interest derived from the Strategic Plan and the Operational Plan for the organization or company, which is not influenced by the individual and not easily changeable. Therefore the aim is objective.

   Every worker who understands and accepts the goals of the organization or company or work unit will feel partially responsible in making them. In certain circumstances, such objectives will serve as a motivation to work, which encourage workers choose alternative ways to work the best or most efficient and effective.

   Implementation of this theory in an enterprise environment can be realized as follows:

1)   Work unit goals or objectives of the organization is the main focus in the work. Therefore, leaders need to be able to formulate a clear and detailed, so easy to understand the workers. For that leaders need to help workers if experiencing difficulty understanding and adapting to the objectives to be achieved.

2)   The company's goal determines the intensity level of execution of work, corresponding to the degree of difficulty to achieve it. For that leaders need to set goals that are challenging in accordance with the ability of workers who opt to make it happen.

Hard goal lead to persistence and diligence in an effort to achieve it, in excess of an easy goal to achieve it. For that leaders need to respect the workers who managed to realize the objectives of the work unit or company that difficult to achieve.

II.II. Motivation process

The process starts from one's motivation to recognize, consciously or not, a need that is not met. Then the target is made are expected to meet those needs. A series of actions specified will lead to the achievement of the objectives, and therefore needs are met.

The process of motivation is influenced by two things: experience and expectations.

1. Effect of experience

As experience in taking action to meet the needs have been obtained, the view that some of the specific actions to help achieve their goals while some other action less successful. Some acts get praise or awards, while the other measures fail or even get punished. Choice and serves as a positive incentive to encourage behavior that is successful, that repeated the same again if the need arises. The stronger the urge, the more likely this behavior is repeated until finally, the push into emerging reaction to an event without realizing it. Conversely, failure or punishment shows that the need to find alternatives to achieve the target. It is sometimes called the law of effect. The extent to which the experience can shape future behavior depends on the extent to which a person is able to recognize the similarities between the previous situation and the present situation it faces. The ability of looking at something different between individuals, as well as the ability to recognize the correlation of events. For this reason, some people are more able to learn from the experience of other people. The pressure of the past, of course, can explain why people resist change. If something has worked well for an individual in the past, why he should change it with something that will not work well in the future? although everything is not all good, but some changes may be made worse. There is a tendency for people to expect the worst,

2. Effect of Hope

Experience may show you that what has happened in the past will happen again in the future, but there may be unsure, particularly in the circumstances had changed or turbulent and it is contagious in most organizations. People will only act if they have confidence that their actions will lead to the desired kesasaran. Even if their goal is worth it, maybe they do not need to be getting to the point if they think that the ball is not possible into the goal. The strength of the real expectation is based on the experience of the past but the individual is often faced with new circumstances change in employment, payroll systems or working conditions that apply to the management, the experience did not quite give clues to the meaning of these changes. In such circumstances the motivation might be reduced. Motivation may only arise if there is a clear connection and can be used again between work and income. This shows why the incentive system only works if the relationship between effort and reward is quite clear and the value of the award in accordance with the business.

II.III. Factors that Influence the Motivation

The process begins with an introduction needs motivation. One of the main causes of the complexity of this process is that each individual is so much different from each other. It is not possible to make a universal law that will predict how people behave in certain circumstances.

Nevertheless, the universal law is made to characterize the needs and illustrate how it works has been done. The most famous theory is formulated by Abraham Maslow; He suggests five groups of primary needs that apply to all people in general, ranging from basic physiological needs up to something that is appreciated by the need for self-fulfillment (self-fulfillment), which is the highest needs. The Maslow hierarchy is as follows:
1)   *Physiological*: The need to eat, drink and other things that are important for life.
2)   *Safety or security*: Needs protection from the dangers and loss of physiological needs.
3)   *Social:* needs love, affection and accepted as a member of a social group.
4)   *Appreciation:*have self-esteem needs a stable and high (self-esteem) and needs to be respected others (prestige). These needs include the desire to affluent, achievement, reputation and status.
5)   *Fulfillment:* the need to develop the potential and skills, to be the one to be trusted by others that we are capable of doing (self-disclosure).

Model needs 'ERG' developed by Alderfer in an effort to make more meaningful Maslow's hierarchy. Three basic requirements are:

1)   *Existence (existence)*: Dining needs, protection and money. The things mentioned above can not satisfy ourselves and each individual has a level of satisfaction that they consider sufficient.

2)   *Brotherhood (relatedness)*: Needs share their thoughts and feelings with others.

3)   *Grow:* the need to develop the capability and capacity of the felt is most important for induvidu concerned. Another way to classify the needs of the motivation of the leaders was developed by David Mc Clelland. He identified three types of needs that are important:

1)   *The need to excel*, Which is referred to as the need to successfully compete.

2)   *The need for affiliation*, Which is referred to as related needs warm and friendly with others.

3)   *The need for power*, Which is referred to as the need to control or influence others.

1.   Understanding Communication

   Communication has been an eternal part of human life as well as breathing. Throughout human living, then he needs to communicate. The basic theory of Biology mention the two needs that drive human beings to want to communicate with other human beings, namely the need to maintain their life and the need to adjust to the environment.

   Harold D. Lasswell in Cangara (2004; 2) mentions three basic functions that the reason why people need to communicate, namely:

a.   Human desire to control the environment, through human communication can know the opportunities and avoid the things that are threatening, knowing an incident or event, even with human communication can develop the knowledge that is learned from experience.

b.   Human efforts to adapt to its environment, in order to live in a harmonious atmosphere.

c.   Efforts to transform legacy socialization.

   In summary it can be said that communication is an instrument of social interaction that is useful to know and predict the attitude of others, as well as to determine the existence himself in creating a balance with society (David K. Berlo in Cangara (2004: 3)).

   In short, it is the success and failure of a person in achieving something that is desired including their careers, largely determined by its ability to communicate.

   In the study and practice of human resource development, communication plays a very vital. In relation to the world of work, will arise the question of how the leadership or the management is able to direct subordinates if never established a good communication process between leaders and subordinates.

   The term stems from the communication itself the Latin word communis which means togetherness or build unity between two people or more. Communication is also derived from the Latin root word which means dividing Communico (Cherry in Changara (2004)).

   Rogers and D. Lawrence Kincaid (2006) in Changara (2004) defines communication as:
   A process in which two or more persons to form or exchange information with each other, which in turn will arrive on a deep mutual understanding.

   Joseph A DeVito (2007: 23) mentions the definition of communication as:
   Refers to the act, by one or more persons, which send and receive messages that are distorted by interference (noise), occurring in a particular context, has a certain influence, and there is a chance to perform feedback ".

   From the above definition the intended target implied by the sender (encoder) that is to influence the other party / recipient of the message (decoder). The effect of this communication process can be shaped influence of cognitive, affective and psychomotor. Cognitive influence the acquisition of knowledge demonstrated by both the ability of analysis, synthesis, and evaluasional to the message sent. Influence of acquiring affective attitude, change in attitudes, beliefs and emotions and feelings. While the influence of psychomotor form of the acquisition of the means or a new movement.

Changara (2004; 29) divided into 4 types of communication, namely communication with oneself (intrapersonnal communication), interpersonal communication (interpersonnal communication), public communication (public communication) and mass communication (mass communication).

Communication with yourself is a process of communication that occurs within the individual, because the person who gave meaning to an object that is observed or conceived in his mind. Objects were observed to have a process of development in the human mind after obtaining its stimulation of the senses. The work of the thought process was evaluated in turn will make an impact on knowledge, attitudes and behavior.

Interpersonal communication is a communication process that takes place between two or more people face to face. According to the nature of interpersonal communication can be divided into two kinds, namely communication dyadic and small group communication. Dyadic communication is the process of communication that takes place between two people in a face to face situation, while a small group communication is communication process that takes between three or more face-to-face, in which members interact with each other.

The theory behind the interpersonal communication / between individuals is uncertainty reduction theory (The Uncertainty Reduction) (Berger, 2006: 122-144). Uncertainties related to the difference between the communicator, before intercourse and after contact with the other party. Berger says that people try to reduce uncertainty about others when they can feedback from other parties in communication.

According to Berger strategy to lessen the uncertainty that is:
(1) Passively observing others
(2) Investigate or explore others
(3) Asking for information through a third party
(4) Handling the life environment of others
(5) Interrogation and
(6) Open.
In interpersonal communication transaction information where each individual contributes to such transactions although in different degrees.

The theory behind this activity is the convergence theory (Rogers and Kincaid, 2006: 63) argues that:
Communication is always dynamic, he followed a cyclical process all the time, reciprocity is not a one-way and this model emphasizes the dependency relation with one another.

Luft, Joseph (2004: 177) In a theory about disclosure never been suggested by Johari. Theory of Self Disclosure is often called the theory of "Johari Window" or the Johari window can explain and understand the interpersonal interaction with humanity. In The Johari Window was first introduced by Joseph Luft and Harry Ingham. In the Johari Window reveal about the level of openness and self-awareness about us, how interpersonal interactions in humans. For that there are 4 pieces Johari window each of which serves to explain how each individual to express and understand ourselves in relation to others. 4 window are:
1. *The "open" quadrant represents the things that both I know about myself, and that you know about me*, So here is how open to other people and vice versa because they openness caused by the two sides in which the same as knowing the information, attitudes, feelings, desires, motivations, ideas and so on that can be known oneself and others.
2. *The "blind" quadrant represents the things that you know about me, but that I am unaware*, In the second window contains information about ourselves that is known by others.
3. *The "hidden" quadrant represents the things that I know about myself, that you do not know*, In this window there is information that sank in the subconscious or something unnoticed. So there is a part of us that is not known by our own or by others.
4. *The "unknown" quadrant Neither represents the things that I know about myself, not you know about me*, Everyone has a secret known only by himself and about others and just kept to myself.

	Information Known to Self	Information not Known to Self
Information known to Others	Open Area	Blind Area
Information not Known to Others	Hidden Area	Unknown Area

(Http://www.noogenesis.com/game-theory/johari/johari_window.html)

Johari window consists of four frames. Each frame explains how each individual to express and understand ourselves in relation to others. Johari window between individuals with mutual understanding and controlling attitude and behavior when communicating.

Measurement of the effectiveness of organizational communication, according to Azhar Kasim (2003: 75), says there are three aspects of measuring the effectiveness of such communication, namely:
1.   The degree of rigor and relevance of information transmitted
2.   The degree of efficiency of the communication network used
3.   The degree of satisfaction of members of the organization

The degree of rigor and relevance of the information transmitted is closely related to the accuracy of information submitted by its message to the message recipient. In addition, the actuality of the message delivered is also the basis for consideration. It often happens that the information is not relevant to the issues to be solved. Similarly, that information is sometimes not as much as expected by the receiver of the message so as to cause the emergence of dissatisfaction of the message recipient. Dissatisfaction is the basis for the growth of negative motivation for the recipient of the message. Dissatisfaction also will bring up the defensive patterns of the recipients of the message to the communication process at the times to come. Therefore.

The degree of efficiency and communication network that is used relates to the selection of communication network which is considered most effective for its intended use. With regard to the use of this communications network literature says there are several basic types of communication networks namely the type of chain, or wheel-type star, circle type and type of all channels. Chain type with regard to the formal communication that is applicable to the high-level organizational structure in which the communication flow moves from top to bottom. Save or wheel-type usually occurs in communications working group, which is characterized by a pattern of superior and subordinate communication and horizontal communication patterns as a result of the decentralization of decision-making. Type a circle, usually applies to communication between teams or committees which are lateral relationship patterns of communication and interaction of its members to be more free. Type all channels, is the communication that occurs in conditions of non-formal or not bound to the formal organizational structure. From the research paper against the four types of communication networks, to describe the review of the superior and subordinate the communication network of the most appropriate is a communication network with the type of star or wheel because the communication network of this type provide an overview of the approach of the relationship between operational workers with the boss or the boss , is the communication that occurs in conditions of non-formal or not bound to the formal organizational structure. From the research paper against the four types of communication networks, to describe the review of the superior and subordinate the communication network of the most appropriate is a communication network with the type of star or wheel because the communication network of this type provide an overview of the approach of the relationship between operational workers with the boss or the boss , is the communication that occurs in conditions of non-formal or not bound to the formal organizational structure. From the research paper against the four types of communication networks, to describe the review of the superior and subordinate the communication network of the most appropriate is a communication network with the type of star or wheel because the communication network of this type provide an overview of the approach of the relationship between operational workers with the boss or the boss.

Although the network types vary, but in the implementation of the communication process is often used more than one type. It depends on the characteristics of the organization, such as the complexity of the organizational structure that is used.

The degree of satisfaction of members of the organization, with regard to the implementation of the feedback of the communication undertaken. Often occurs in the communication process feedback factor is less a concern, when in fact reverse the feedback factor is the driving force of communication so that the communication process can run effectively. Often there is a message sent by the source of the message (encoder) do not obtain adequate feedback as expected by its message. The main cause of the failure of the feedback process are caused by the failure to reduce disturbances (noise) arising from the communication process.

De Vito (2006: 28) defines the disorder as:
Breakdown in communication that distort the message. Interference blocking receiver to receive messages from the source to send a message. Disturbance can be a physical disturbance (interference with the physical transmission of signals or other messages), psychological disorders (cognitive or mental interference), and semantic disorders (speaker and listener give different meaning).

This disorder is basically can not be avoided, but it can be attempted to be reduced, namely through the learning process so that further communication can be improved competence.

Spitzberg and Cupach (De Vito, 2006: 27) mentions the definition of communicative competence as:
"The ability to communicate effectively".
Communication competence must be possessed by every individual in the context of interaction with others.
Werther and Davis (1996) in Melda Sari (2001) outlines the communication vertically into two categories:

a. Vertical communication from top to bottom (Downward Communication)
Ie information that start from a certain point in the organization and unloaded or distributed to subordinates in accordance with the existing hierarchy in the organization to inform and influence subordinates. It is often exploited by employers to control the flow of information. Top-down method is often used in information systems to deliver a decision or policy of the organization.

Communication down occurs when the flow of messages in the hierarchy of the organizational structure comes from the top level (superior) to bottom (subs). In this case the employer acts as a communicator / encoder and initiator of communication while subordinate acts as a communicant / decoder. The general nature of this communication is located on the influence of the powers of communicators within the framework restrict and regulate behavior, thoughts and responses communicant. This can happen because the message content is dominated by matters relating to the work instructions, messages containing links that work with each other, the message in the form of sanctions and rewards, as well as motivational messages work (Sokół & Słupińska, 2019).

Katz and Kahn in Semara WIMA (2001)) describes the content of the message such as messages relating to the direction, the purpose of the command and organizational policies. Mentioned there are five types of information usually communicated down as follows:

1. Information on how to do the job.
2. Information on the rationale for doing the job.
3. Information about policies and practices of the organization.
4. Communications to develop a sense of ownership tasks and sexy.
5. Information on employee performance.
   The biggest problem that arises from this communication is located on the interpretation of the communicant to the message sent by the communicator. Not always the message delivered by the communicator can be interpreted by the communicant in accordance with the actual intent.

b.   Communications vertically from bottom to top (upward communication)

That communication made by a subordinate to his superiors to explain the information, thoughts and feelings. This media is through a meeting forum between employees and employers. In addition informal meetings can also be a channel of communication.

When the downward communication is dominated by a message that is very instructive (directif) then the upward communication message is more dominated by things that are non-instructive or tends to be more independent and participatory.

c.   Komunikai lateral / horizontal

Communication lateral / horizontal communication between departments is a process that generally follows the contours of the work instead of the chain of command (Stoner, 2007). Robbins (2006) adds that this lateral communication involves the same level colleagues. Considered the most effective lateral communication for coordination and problem solving because it does not require a long time and did not pass through the vertical hierarchy.

From the above information channels, information channels exist formal and informal. Robbins (2006) suggested that informal communication has the potential to become a channel grapevine or rumor.

Melda Keith Davis in Sari (2001) identify four types of chains rumor, namely:

a.   Single chain, A tells B about something, then B passes to C, and so follow the chain.

b.   Gossip chain, someone is looking for information and tell everyone about the information obtained.

c.   Chain of probabilities, the individual does not discriminate as to who the person receiving the information.

d.   Chain group, A convey information to certain individuals, some of whom then tell a few others.

With regards to the importance of communication within the organization, Myers (2002: 19) mentions that through communication will allow pattern formation (patterning) that the standpoint of overall organization has three main functions:

1.   production functions and settings (regulation).

2.   renewal function (innovation)

3.   correctional and maintenance functions (socialization)

While Conrad in Semara WIMA (2001) says there are three functions of communication within the organization, namely:

1. Function command: communication allows members of the organization to discuss, receive, interpret and act on a command. Two types of communications that support the implementation of this function is the direction and feedback, and the goal is successful in influencing other members of the organization. The results of the command function is coordination among a number of members who are interdependent in that organization.

2. Functions Relational Communication allow member organizations create and sustain a productive business and personal relationships with members of other organizations. Relationships at work affect the performance of the job (job performance) in a variety of ways such as job satisfaction, communication flow up and down the organizational hierarchy, and the level of execution of the order.

3. Management functions ambiguous: selection within an organization often made in conditions that are very ambiguous. For example, multiple motivations appear as choices made will affect colleagues and organizations. Communication is a tool to address and reduce the confusion (ambiguity).

DeVito (2006: 31) states that there are four basic objectives / principal of communication, namely:

1.   self-discovery (personnal discovery), relating to the process of learning about oneself and to others through the process of social comparison.

2.   to relate, involves construction and management of social relations both among fellow workers, superiors and subordinates relationship and internal relationships with external organizations organization.

3.   to convince, to convince purpose related to aspects of interpersonal persuasion which, through communication comes the desire to change the cognitive, affective and psychomotor others.

4.   To play, related to the entertainment aspect, either for themselves or the interests of other parties.

'3. understanding Productivity

Productivity is often defined as the ability of employees on groups of people to produce goods or services. While understanding the increase in production with increased productivity are two different notions. Where is the sense of increased production of shows in the number of results achieved. While the increase in productivity implies the achievement of results and improvement of means of production.

Definition of employee productivity, according to Bambang Kusrianto (2006: 281) are:
"Productivity of employees is a ratio or the ratio between the results of activities (output, output) and all costs (fees) to achieve results (Input, input)."

Meanwhile, according J.Ravianto (2006: 281), the productivity of the employees are:
"The comparison between the results achieved with the participation of employees per unit time."
Furthermore, from H.Hadari Nawawi (2005: 97), gives the following formula:
"The productivity of the employee is inverted comparison between the results obtained (output) by the amount of labor resources used (input)."

Productivity is achieved by comparing the results of the overall human resources used by time, then generally produtivitas employee can be formulated as follows:

$$\text{Productivity of employees} = \frac{output}{input}$$

(J.Ravianto, 2006: 38)

Where :
Output = Number of output (in tonnes, units, and area)
Input = Total workforce (number of employees, hours, Weekday, Month of work, and the work year).
So productivity is achieved by comparing the results of the resources used by the time / objects or other creatures can only be achieved when used and exploited by humans to improve the product.
L. Greenberg, quoted by Muchdarsyah S (2005: 12), defines:
"Productivity as a comparison between the totality of expenditure at a given time
divided by the totality of inputs during that period".

Productivity is defined as:
a.   Comparison of the size of the price for inputs and outputs.
b.   The difference between the aggregate amount of spending and input expressed in the unit (unit) is common.
The size of the most famous Productivity relating to labor which can be calculated by dividing the expenditure by the amount used or the clock - a person working hours.
Based on the above it can be concluded that labor productivity is the ratio between the amount generated by the amount of each resource that is used during ongoing production. Labor productivity is very important because it is one factor that determines the reciprocation of the company.

II.IV. Factors Affecting Productivity
  Factors that affect productivity by Ravianto J. (2007), among others:
    a.   Motivation
Employee motivation needs to be well known to the leadership of the company so that employees can be encouraged to work in accordance with existing rules.
b.   Technology
Technology advances will assist and facilitate human in performing their duties so that labor productivity will increase.
c.   Education and training
To increase the knowledge and skills of labor, the need for education and training. This is so that employees are skilled in doing the work, timely completion, so the level of labor productivity rises.
d.   The level of salaries and social security
Income and social security in the sense of reward. The award will encourage employees to excel.
e.   Incentive
The incentives will stimulate ongoing activities at a better destination.
f.   Discipline
          Discipline will have a positive impact on employee productivity.

Work g.Lingkungan
The working environment here in which there are conditions of employment. As is
    Setting good working conditions will encourage employees to work with
    safely and correctly.
h. means of Production
        Equipment and supplies to be used in the production process
        affect labor productivity.

II.V. Work Productivity Measurement
    GR Terry was quoted and translated by Hamzah Ya'qub (2006: 41-42), suggests ten suggestions for improving employee productivity, namely:
a.   Remember that the workers wanted the results of his work noticed, appreciated and satisfying,
b.   The purpose and the worker's personal values should be consistent with the objectives of the organization concerned. It helps the worker involvement in the organization,
c.   Workers must have considerable influence over their work, together with ample opportunity to achieve engagement in the work action that most interest them. Working attitude improved and reduced absenteeism arrives it would be seen as a result and will indirectly positive effect on productivity,
d.   Seek continually improve communication and make it more effective,
e.   Relate compensation with the work and co-workers include the advantages quantitative and qualitative,
f.   Avoid always a lot of programs with low productivity.
g.   Consider two types of categories:
1.   Labor productivity,
2.   Capital productivity.
In the first field there have been attempts of teamwork, self-actualization, humanizing the work and improve the working environment. In the second field are capital investments, the results achieved from the investment and costs.
h.   Correct planning, so that all the details need to be outlined to those who do the work, what kind, when, with resources directed towards how and where goals.
i.   Make the best use of new technology, machinery and modern tools.
j.   Plan and use the best working methods. Consider each method tentatively (experimentally) that may be used to achieve improvements.

II.VI. Effect of Motivation on Productivity
    Based on a series of the above theory, the author describes the relationship between motivation and productivity as follows:
1.   Motivation is a series of efforts to provide a motive to work to employees in such a way so as to evoke sincerity and encourages employees to always willing and able to carry out the tasks assigned to him, in order to achieve a certain goal.
2.   The principles of the motivation is the motivation guidelines are expected to increase employee productivity at the Center for Health Insurance Financing and the Ministry of Health.
3.   Employee productivity is the best comparison of the results of operations of a person or group of people / employees to work either in the form of goods or services is always better in quality and quantity compared to the energy and resources that have been issued / used to it.

II.VII. Influence Communication on Productivity
    According to Stephen P Robbins (2006) communications run four major functions within a group or organization, namely: control, motivation, emotional expression and information. Broadcast communication emotional expression of feelings and fulfillment of social needs. Therefore, in order to avoid a rift in the organization of communication, especially between superiors and subordinates, necessary to realize effective interpersonal communication. To that end, communication competence of each individual communicators indispensable. Communication competence is the individual's ability to achieve the effectiveness of communication in certain situations (Kreitner & Kinicki 1998 in Sari Melda 2001). Communication competence can be observed from the following three components, namely the ability to communicate,

    Ample evidence to show that there is a positive relationship between effective communication and employee productivity.

By A Dale Timpe (2004), although no two individuals are alike, may be able to develop a container that includes the common characteristics of a productive employee, namely:

a. More than meets the job qualifications. Considered that high productivity is not possible without proper qualifications.

b. Highly motivated. Motivation is referred to as a critical factor for motivated employees who are on the road in high productivity.

c. Having a positive work orientation. Attitudes towards work tasks greatly affect productivity. A positive attitude is said to be the main factor in employee productivity.

d. Mature, maturity is a personal attribute that is considered important by the study participants. An adult employee productivity showed a consistent and only require minimal supervision.

e. Can hang out effectively. The ability to establish positive interpersonal relationships are assets that greatly improves productivity. Typical observations are:

- Demonstrate social intelligence.
- A fun person, acceptable to both the environment and effectively associate with superiors and colleagues.
- Communicate effectively, clearly and accurately, open to suggestions, a good listener.
- Work productively in order to attempt team, can work together, sharing ideas, helping peers.
- Demonstrate a positive attitude and enthusiasm.

Open and effective communication can be considered an asset for an organization. This study will limit the analysis on interpersonal communication downward communication, upward communication, communication peers in the communication channel in the form of face-to-face. Measurements were made using the dimensions of interpersonal communication effectiveness proposed by De Vito (2006), namely openness, empathy, support, positive sense and alignment.

III. METHODOLOGY

Based on the research objectives to be Achieved is to describe and reveal a problem, the research used is explanatory research. This study Explains the relationship between research variables. The hypotheses that have been Formulated through hypothesis testing research (research testing). Although the description contains descriptions, but as a relational study the focus lies in the explana-tion of relationships between variables and this research uses sur-vey research methods.

In this study focused on the entire population of Employees Polytechnic 'X' Bandung, amounting to 50 people.

In setting a large / writer uses a sample size Suharsimi theory Arikunto (2003: 107) who argued as follows:

To simply ancer-ancer then when the subject is less than 100 better taken everything away, so research is a population study. Furthermore, if the subject is greater can be taken 10-15% or 20-25% or more depending on the ability of researchers in terms of time, effort, money and so on.

In conducting the study, the authors used a field experiment in which the research study in a real situation (reality), by manipulating two independent variables, namely Motivation and Interpersonal Communication with the dependent variable is the Work Productivity employees. It will be compared with the underlying theory with the aim of seeing how far Motivation and Interpersonal Communication Work can increase employee productivity.

C. Framework of thinking

In line with the above description, that employee productivity arises from two things, the ability of the employee concerned and thrust. While the ability of employees is determined by the quality possessed by employees, which includes physical, educational background and experience of a person, all of whom are formulated into a form that raises the quality of one's work performance.

While the thrust of one's employees to want to do something well is determined by 2 (two) things, namely the encouragement of itself and stimulants or stimulation from the outside, in the form of motivation. Thrust someone often called the motif, which motif is one of them can grow with their motivation, through this high motivation will directly support an increase in the productivity of labor is concerned.

If the employee is performing a function of lateral communication as well, will lead to mutual respect, because they feel equal and empathize with each other, so this gives a positive energy to the work environment. Employees

who feel comfortable with the work environment will be creative, motivated, excited so that productivity can be increased.

In line with the above description, the relationship between variables can be described as follows:
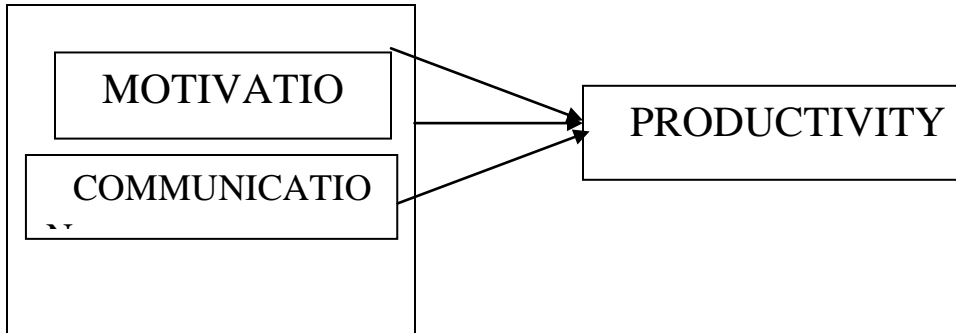
Picture 1:*The influence of the independent variable is motivation (X1) and Communications (X2), The productivity of the dependent variable (Y).*

The indicator for the following variables Motivation:
a.   The desire of individual employees to be treated as individuals,
b.   Habit and emotion is very important to understand the behavior of the employees,
c.   The desire to get an award for their work,
d.   Their feeling of being a member of the organization,
e.   The fear is a powerful driving force, but the effect is negative and over time it is being decreased,
f.   The desire to use their highest ability and want satisfied with the work they have done,
g.   The desire to do something on their behalf can feel proud,
h.   The desire of a leader they respect and trust,
i.   Peemberian information to workers about the issues that had to do with them,
j.   Their patterns of interplay among employees,
k.   Criticism or comparison of a person's job working with the work of others in public does not like most workers, they do not like "lose face",
l.   Desire so that the error notified in an appropriate manner,
m.   Reprimand and actions to correct awaited by most workers in cases where they violate the ways that have been set.

Indicators Interpersonal communication is:
a.   openness
b.   empathy
c.   Support
d.   positive sense
e.   a sense of common

Employee Work Productivity indicators are:
a.   Increasing the quality of work of employees in carrying out their duties,
b.   Increasing spirit of employees in carrying out the tasks assigned to him,
c.   Increasing the effectiveness of employees who support the achievement of organizational goals,
d.   Increased efficiency of use of resources in carrying out the basic organization of the tasks performed by the employee,
e.   The increasing quantity of work of employees in carrying out the tasks,
f.   Increased loyalty of the employees of the organizations in which they work,
g.   Increased discipline of employees against all applicable rules and regulations,
h.   Increasing the sense of responsibility of the employees to the task that is part of,
i.   Increased self-dedication of the employees of the organizations in which they work.

D.   Hypothesis

Based on the principal issues that have been raised, the authors formulate hypotheses as follows:
1.   Motivation positifterhadap affect employee productivity.
2.   Interpersonal communication applied positive effect on employee productivity.
3.   Interpersonal communication motivation and positive effect on employee productivity.

IV. RESULTS AND DISCUSSION
IV.I. Data Quality Analysis
    Data quality analysis is performed to determine the quality of the data obtained from the questionnaire that has been given to the respondent and the return to be processed. The data quality analysis conducted are validity and reliability with the following results:
a.   Validity test
    Interest validity test is to measure whether the data provided in the questionnaire can be trusted or not and can represent what you want to study. In this study the validity test used product moment correlation formula (Sudjana, 2000). With the degree of alpha error 0.05 then the decision rules used are:
-                 If Sig. (2-tailed)<0.05 then the question is a valid status
-                 If Sig. (2-tailed)> 0.05 then the question is invalid status
Validity test results with spss.18 program presented in lampiram. From these results all items of questions for the study variables is less than 0.05 so that it can be concluded that the data used in the study can be said to be valid and can be used as a measuring tool in the study.

b.   Test Reliability
    Test reliability is the stability of a measuring device for measuring a phenomenon or event. The higher reliability of a measure, the more stable it also gauges to measure a symptom and vice versa if the reliability is low then the tool is not stable in measuring a symptom. With the use of an alpha level of formula (Sudjana, 2000). Reliability test is intended to measure the extent to which the degree of accuracy, precision or accuracy demonstrated by measurement instruments (Husein Umar, 2005). Reliability tests performed by internal consistency method. Internal consistency was measured using Cronbach Alpha coefficients. Rule-making decisions are:
-                 If the Alpha value> 0.6 then the variable status is reliable.
-                 If the value of Alpha <0.6 then the variable status is not reliable.
Reliability test results with spss.18 program are as follows:

    From the table above all the items have value Cronbach's Alpha above 0.6 so kursioner items for motivation variable has a high and reliable enough to be used in research.

    From the table above all the items of communication variables have values Cronbach's Alpha above 0.6 so that the item for reliable communication variables have fairly high and can be used in research

Table1:*Reliability Test Results Variable Motivation*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Cronbach's Alpha if Item Deleted
1	52.94	15 241	.720
2	53.04	15 876	.761
3	53.12	15,700	.757
4	53.04	16 039	.765
5	53.08	15 463	.742
6	53.06	16 874	.699
7	53.14	14 245	.792
8	53.14	15 266	.741
9	53.20	15 184	.743
19	53.20	16 939	.812
11	53.04	15 713	.758
12	53.16	16 586	.798
13	53.32	15 242	.762

Table 2:*Reliability Test Results Variable Communications*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Cronbach's Alpha if Item Deleted
1	38.10	8745	.615
2	38.00	11 224	.856
3	38.06	10 302	.775
4	38.04	10,080	.735
5	37.96	10,529	.773
6	38.10	9561	.630
7	37.90	12 133	.917
8	38.00	9673	.608
9	38.14	11 225	.876
10	38.04	10 937	.625

Table 3:*Reliability Test Results Variable Productivity*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Cronbach's Alpha if Item Deleted
1	35.40	6408	.652
2	35.56	6945	.686
3	35.32	7365	.679
4	35.18	7,089	.613
5	35.06	7,364	.618
6	35.16	7892	.718
7	35.24	7,125	.624
8	35.16	7770	.798
9	35.20	7,020	.696

From the table above items from kominikasi variable has a value Cronbach's Alpha above 0.6 so that the item for performance variables have a fairly high reliable and can be used in research

2.   Classic Assumption Test

Classic assumption test is performed to determine whether estimator ordinary least squares (Ordinary Least Square) of regression coefficients is linear, not biased and has variants minimum, summarily estimator is estimator an unbiased kolinier best (Blue) it is necessary to test (inspection) of the symptoms of multicollinearity, autocorrelation and heteroscedasticity and test residual normality. So the classical assumption ordinary least squares estimator (Ordinary Least Square / OLS) are met. (Gujarati, 1999: 155).

The classical assumption test is carried out as follows:

a.   Test Multicolinearity

Multicollinearity term originally discovered by Ragnar Frisch. At first multikolinearitas mean linear relationship "perfect" or certainly, among some or all of the variables that explain from the regression model. Multikolinearitas term with regard to the presence of more than one definite linear relationship, and the term collinearity with the rank of the linear relationship (Damodar, 1999; 157).

According to Imam Ghozali (2001; 63) multikolinieritas can also be seen from the opponent Tolerance and Variance Inflation Factor (VIF). The two measures show every Which independent variables explained by the other independent variables. In simple terms each independent variable becomes the dependent variable and diregres against other independent variables. Tolerance measures the variability of selected independent variables that can not be explained by other independent variables. So the lower tolerance value is equal to a high VIF value (for VIF = 1 / tolerance) and showed a high collinearity. Commonly used cutoff value is 0.10 or tolerance value equal to the VIF in the top 10. Every analyst must determine the level of collinearity that can be tolerated. Decision rules can be used for the following rules:

If VIF <10 there are no multi-collinearity
If VIF> 10 happened multikolinieritas Atar independent variable.
Results obtained data processing and Tolerance VIF value for each variable is as follows:

| Coefficientsa			
Model		collinearity Statistics	
		tolerance	VIF
1	motivation	.138	7273
	communication	.138	7273

a. Dependent Variable: productivity

Based on the table above it can be concluded that both the linear regression test is free from the problem of multicollinearity.

b. Normality test
   Normality test aims to test whether the regression model, the dependent variable and independent variables both have a normal distribution or not. A good regression model is to have a data distribution normal or near normal. To test whether the data were normally distributed or not, one of the easiest ways to see normality is viewed histogram comparing observation data distribution approaches a normal distribution.)
.18 SPSS acquired through these curves are as follows:

Histogram
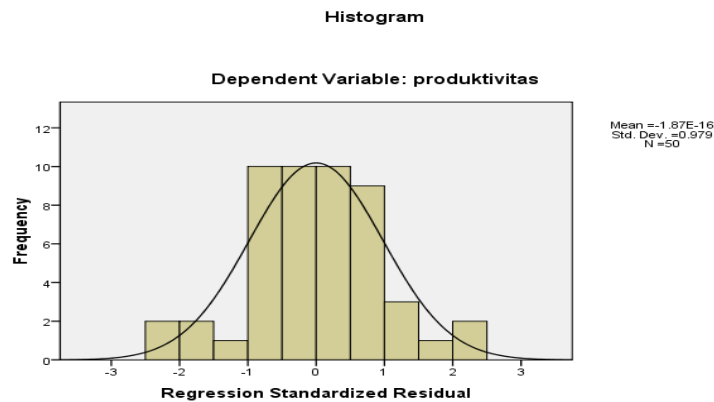
Normal P-P Plot of Regression Standardized Residual
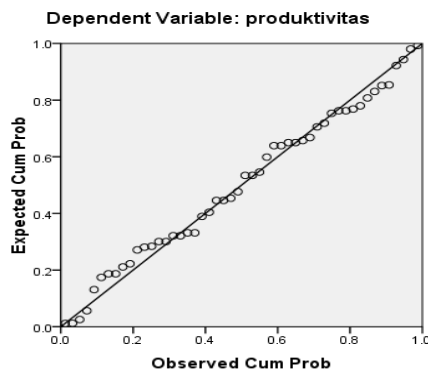
Based on the graph above shows that these graphs the data distribution spread following the normal line so that it can be concluded that the regression test has a normal distribution, with an average of 0 and variance 1.

3. Linear Regression Test between motivation and communication on the productivity of employees
To answer the hypothesis of whether there is influence between motivation and communication on the productivity of employees use multiple regression analysis using SPSS version 18.0, in this analysis the authors use the degree of alpha error of 5% or 0.05.

Table 4: *Between Linear Regression motivation and communication to employee productivity*

Coefficientsa

Model		Coefficients unstandardized		standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	11 756	2,409		4880	.000
	motivation	.324	.092	.643	3,535	.001
	communication	.219	.155	.257	1,417	.163

a. Dependent Variable: productivity

From the coefficient table above can be seen that the regression equation is a model Y = 11.756 + 0,324X1. + 219X2.

Of the value of significance (t sig). obtained a value of 0.001 for the variable X1 (motivation) and 0163 for the variable X2 (Communication), these results indicate that there is significant influence by variable planning to Y (performance), this can be seen from the significant lower than the degree of error alpha namely 0:05. Sesangkan for X2 (communication) 0163 significant value was greater than 0.05 means of communication variables (X2) does not significantly affect the variable Y is the productivity of employees. So therefore recommended regression model is: Y = 11.756 + 0,324X1.

To see the influence of motivation and communication on employee productivity together, it can be seen through the Variant Analysis table. Through the SPSS program obtained as follows:

ANOVAb

Model		Sum of Squares	df	mean Square	F	Sig.
1	Regression	168 315	2	84 158	86 581	.000a
	residual	45 685	47	.972		
	Total	214,000	49			
a. Predictors: (Constant), communication, motivation						
b. Dependent Variable: productivity						

From the table above obtained a significant level of 0.000 means the variable motivation (X1) and communication (X2) simultaneously significantly mempengaeuhi employee performance.

4. Relationship between Motivation and Communication with Employee Productivity
To find out how the relationship between the variables motivation and communication on the productivity of employees used SPSS version 18.0, with the result of the calculation as follows:

Table 5:*Relationship between motivation and communication on the productivity of employees*
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887a	.787	.777	.986

a. Predictors: (Constant), communication, motivation

From the table above it can be seen that the relationship between the variables of motivation and communication with employee productivity demonstrated by the Pearson correlation coefficient (R) of the table above the result for 0887 means that the relationship between supervision, compensation with employee performance is very strong and powerful.

From the table above can also note the value of R Square of 0.787 or it can be said that the magnitude of the coefficient of determination (KP) amounted to 78.70% means that 78.70% of employee performance is influenced by variables of motivation and communication and the remaining 21.30% influenced by other factors not examined in this study.

V. CONCLUSION

1. Motivation variable equal to 4, 45 are in the category Very high. That is the motivation has been running well.
2. Variable communications at 4.21 which is the category of Very High. meaning that the implementation of employee communication in line with expectations and in optimal condition.
3. Employee productivity variable of 4.42 which is the category of Very High. meaning that employee productivity has gone well.
4. Based on calculations obtained through SPSS.18 program persamaam regression Y = 11.756 + 0,324X1. + 219X2
5. Of the value of significance (t sig). obtained a value of 0.001 for the variable X1 (motivation) and 0163 for the variable X2 (Communication), these results indicate that there is significant influence by variable planning to Y (performance), while for the X2 (communication) the value of the significant 0163 was greater than 0.05 this means of communication variables (X2) does not significantly affect the variable Y is the productivity of employees. So therefore recommended regression model is: Y = 11.756 + 0,324X1.
6. Based on variance analysis table obtained a significant level of 0.000 means the variable motivation (X1) and communication (X2) simultaneously significantly mempengaeuhi employee productivity.
7. Pearson correlation coefficients obtained 0.887 meaning that the relationship between motivation, communication with employee productivity is very tight and strong. And derteminasi coefficient (R Square) of 0.787 or it can be said that the magnitude of the coefficient of determination (KP) amounted to 78.70% means that 78.70% of employee performance is influenced by variables of motivation and communication and the remaining 21.30% influenced by other factors not investigated in this study.

V.I. Suggestions

1. In communicating, leaders must show more non-hierarchical equality so that communication can be more flexible and not rigid
2. Leaders in communicating should be more open, and not hide the truth in conveying information
3. Leaders should be able to absorb the information that is available, then convey directly to his subordinates so that his subordinates or employees so that they know what to do
4. Leaders inform about employee errors and immediately gives appropriate directions and corrections
5. Leaders are able to develop their subordinates so that they feel proud to be given the trust to do their jobs.

REFERENCES

[1]   Intercultural communication in business schools: what we can teach and how we can Evaluate Sorina Chiper * Alexandru Ioan Cuza University of Iasi, 22 Carol I Ave. Iasi, Romania 700 506
[2]   The 2nd International Conference on Integrated Information Communication Management In Business. The Latent Power For Career Development. Evangelia N. Markaki, a Damianios P. Sakasb *, Theodore ChadjipantelisC a, c. Aristotle University of Thessaloniki, Political Science Department, Thessaloniki, 541

24, Greece b. University of Peloponnese. Department of Computer Science and Technology, 22100, Tripoli, Greece

[3]   ERPA 2014 Implementing new global business trends to intercultural business communication Marcel Pikhart * Department of Applied Linguistics, Faculty of Information Technology and Management, University of Hradec Kralove, Czech Republic

[4]   https://pdfs.semanticscholar.org/da0b/f54bf14beb03508ad87242401aa211e0bcb4.pdf

[5]   https://media.neliti.com/media/publications/137243-ID-interelasi-manajemen-emosi-komunikasi-da.pdf

[6]   Abdurachman, H. A.(2002). *Framework Principles of Public Management.* Jakarta, PT. New Ichtiar Van Hoeve

[7]   Arikunto Suharsimi 2003, Research Procedure A Practice Approach. Jakarta: Rhineka Reserved.

[8]   Andrew F. Sikula 2006, Human Behavior at Work: Organizational Behavior, New Delhi: McGraw-Hill layout Publishingh Company

[9]   Arnoldo C.Hax & Nicolas S.Majluf 2004, Strategy Management An Integrative Perspective, New Jersey: Printice Hall Inc.

[10]   Azhar Kasim 2003, Measuring the Effectiveness of Employee Work, Jakarta, CV Haji Agung Mas,

[11]   Bambang Kusrianto 2006, Human Resources Management, Jakarta PT Gunung Agung

[12]   Bambang Wahyudi, 2004, Human Resource Management, Jakarta: Erland

[13]   Berger, 2006, Personal Communication, Mc Graw - Hill Companies, Inc.

[14]   Bintoro Tjokroamidjojo 2006, Human Resource Management, Jakarta: Erland

[15]   Block, James M. 2001 assigment: Management, A Guide to Executive. New Jersey:Printice Hall Inc.

[16]   Cangara 2004, Introduction to Communication, Jakarta: Rhineka Reserved.

[17]   Cascio, FW 2003, managing human resource Productivity, qualityof Work Life, Profit Fith Edition, Irwin Mc Graw - Hill Companies, Inc.

[18]   Cohen and Holliday, 2004, Statistics For Social Scientist, Harper & Row, Publishers London

[19]   Consuelo G. Sevilla et al, 2002, Introduction to Research Methods, Jakarta: Earth Literacy

[20]   David A.Nadler; J.Richard Hackman; 2004, Edward E.Lawler III, Managing Organizational Behavior, Boston, Toronto, Little Brown and Company

[21]   David C. Mc Celland 2004, Human Resource Management, Irwin Mc Graw - Hill Companies, Inc.

[22]   Dale Yoder, 2004, Managing Human Resource, Prentice Hall, Inc., New Jersey

[23]   De Vito, 2006, Interpersonal Communication, Prentice Hall, Inc., New Jersey,

[24]   Faustino Cardoso Gomes, 2004, Human Resource Management, Irwin Mc Graw - Hill Companies, Inc.

[25]   Friedman, 2007, Management, Prentice Hall, Inc., New Jersey

[26]   Handoko, T Hani, 2006, Manajemen sebagai seni dalam menyelesaikan pekerjaan melalui orang lain, Jogyakarta, BPFE

[27]   Hersey and Blanchard, 2005, Management of Organization Behavior, Prentice Hall, Inc., New Jersey,

[28]   John P. Kotter, James L. Kaskett 2006, Impact of Corporate Culture on Performance, Prehallindo Simon & Scluster (Asia) Pte Ltd, the Free Press

[29]   Joseph A DeVito, 2007, intoduction to Communication, Prentice Hall, Inc., New Jersey,

[30]   Kartono, Kartini., Dra., 2004, Pemimpin dan Kepemimpinan, Jakarta, Rajawali

[31]   Keith Davis, 2004, Human Behavior at Work: Organizational Behavior, New Delhi: McGraw-Hill layout Publishingh Company

[32]   Kenneth N. Wexley and Garry A. Yulk, 2005, Human Resource Management, Irwin Mc Graw - Hill Companies, Inc.

[33]   Klinger and Nanbaldian 2004, Managing Human Resource, Mc Graw - Hill Companies, Inc.

[34]   Luft, Joseph, 2004, General Communication, New Delhi: McGraw-Hill layout Publishingh Company

[35]   Mary Parker Follett, 2000, Management Theory and Its Application in Indonesia, Jakarta, PT Gunung Agung.

[36]   Mondy, R Wayne and Robert M. Noe III 2005, Managing Human Resource, Fith Edition, Irwin Mc Graw - Hill Companies, Inc.

[37]   Myers, 2002, the Communication of Organization, Mc Graw - Hill Companies, Inc.

[38]   Nazir, Moh. 2003, Metode Penelitian. Jakarta: Earth Literacy,

[39]   Robert Bacal, 2005, the Management of Performance, Prentice Hall, Inc., New Jersey

[40]   Rogers and Kincaid, 2006, Communications, Prentice Hall, Inc., New Jersey

[41]   Shaun, T.,& Tony, J.(2000). The Esense of Organizational Behavior, Mc Millan Publ.Co.Inc. New York

[42]   Soegiyono. (2005).*Metode Riset:* Bandung: Alfabeta

[43]   Sokół, S.,& Słupińska, S. (2019). Creative management of the advertising form and content. *Entrepreneurship and Sustainability Issues*, *7*(2), 842-861.

[44]   Stephen, P. R.(2006).*Organizational Behavior.* Prenhallindo, Jakarta

[45]   Stoner, J. A.F.(2007).*Management.* Sixth Edition, New Jersey: Prentice Hall, Inc.

[46]   Terry, R.G. (2003).*Management and Control (translation Soewarno Handayaningrat).* Jakarta: PT. Mas Agung

[47]   Thoha, M.(2003).*Kepemimpinan dalam Managemen.* Jakarta: King Grapindo Persada,

[48]   Thoha, M.(2007).*Organizational Behavior.* Jakarta Grafindo Persada.

[49]   Werther, Jr.,& Keith, D.(2006).*Human Resources and Personal Management*.New Delhi: McGraw-Hill layout Publishingh Company.

[50]   Ghosh, D., Dastidar, D.G., Bairagi, R., Abat, S., Chatterjee, A.Effect of particle size on dissolution profile of ciprofloxacin hydrochloride from floating matrix tablet(2018) International Journal of Pharmaceutical Research, 10 (2), pp. 110-117. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85046423018&partnerID=40&md5=8e87481f26ec25be32b39779d48f525e

[51]   Khirod sankar das, sudipta choudhury, k. Chanreila l. Nonglait (2017) zootherapy among the ethnic groups of north eastern region of india-a critical review. Journal of Critical Reviews, 4 (2), 1-9. doi:10.22159/jcr.2017v4i2.14698

[52]   Ashwani Kumar Chaturvedi. "Extraction of Neutraceuticals from Plants by Microwave Assisted Extraction." Systematic Reviews in Pharmacy 9.1 (2018), 31-35. Print. doi:10.5530/srp.2018.1.6