

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION ON THE PERFORMANCE OF KELURAHAN EMPLOYEES IN THE WEST BOGOR DISTRICT, BOGOR CITY

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ABSTRACT

The organization of Government and Regional Development has been regulated in Law No. 32 of 2004 concerning Regional Government, which emphasizes the principle of decentralization in concrete, broad, and responsible forms, starting from planning, implementation, supervision, control, to program implementation evaluation. The performance of village officers in the area of West Bogor District, Bogor City, based on observation results, has not been optimal, and this is suspected to be due to weak organizational communication. The purpose of this research is to analyze the extent of the influence of organizational communication on the performance of village officers in the West Bogor District, Bogor City, and to explore theories and concepts related to organizational communication and employee performance, along with its aspects. Using the Survey Explanatory method, the population in this study consists of villages in the West Bogor District, Bogor City, totalling 16 administrative areas. The research sample was taken using a census sample of 35 employees. The data analysis technique used is Path Analysis. Based on the research results, it is known that simultaneously, the variable of organizational communication empirically has a significant influence on the performance of village officers in the West Bogor District, Bogor City, which is equal to 0.775 or 77.5%.

Key words: Communication, Organization, Performance, Employee, Sub-district, Village.

ABSTRAK

Penyelenggaraan Pemerintah dan Pembangunan Daerah telah diatur dalam Undang-undang no 32 Tahun 2004 tentang Pemerintahan Daerah yang menitik beratkan pada azas desentralisasi dalam wujud nyata, luas dan bertanggungjawab dari mulai perencanaan, pelaksanaan, pengawasan, pengendalian sampai dengan evaluasi pelaksanaan program. Kinerja pegawai kelurahan di lingkungan Kecamatan Bogor Barat Kota Bogor berdasarkan hasil observasi belum optimal hal ini diduga disebabkan oleh lemahnya komunikasi organisasi yang terjalin. Adapun tujuan penelitian ini adalah untuk menganalisis besarnya pengaruh komunikasi organisasi terhadap kinerja pegawai kelurahan di lingkungan kecamatan Bogor Barat Kota Bogor, pengembangan teori dan konsep tentang komunikasi organisasi dan kinerja pegawai beserta aspek-aspeknya. Dengan menggunakan metode Survey Explanatory. adapun populasi dalam penelitian ini adalah Kelurahan di lingkungan Kecamatan Bogor Barat Kota Bogor yaitu sejumlah 16 wilayah Administrasi Kelurahan. Pengambilan sampel penelitian menggunakan sampel sensus yaitu sejumlah 35 pegawai. Teknik analisa data menggunakan teknik analisa sejalar (Path Analysis) Berdasarkan hasil penelitian diketahui bahwa secara simultan variable komunikasi organisasi secara empiric telah memberikan pengaruh besar terhadap kinerja pegawai kelurahan di lingkungan kecamatan Bogor Barat Kota Bogor yaitu sebesar 0.775 atau 77.5%.

Kata kunci: Komunikasi, Organisasi, kinerja, Pegawai, Kelurahan, Kecamatan.

INTRODUCTION

Government administration and development, as mandated by Law no. 32 of 2004 concerning Regional Government, emphasizes the broad scope of responsibility and is real in its implementation. The essence of this law is to increase the democratization of regional government, with a focus on districts and cities, which are based on the principle of decentralization in a concrete, broad and responsible form. The principle of broad authority provides flexibility in the aspects of planning, implementation, supervision, control and evaluation in development in the region. Real autonomy includes freedom for the regions to organize governance in certain areas that are necessary and relevant for growth and development in the region. In this era of autonomy, communication has a very important role for government organizations. With effective communication, organizations can operate smoothly and successfully achieve their goals. The phenomenon of organizational communication in the opinion of Goldhaber in Muhammad (2011: 67) "is the process of creating and exchanging messages in a network of relationships that are mutually dependent on one another to cope with an uncertain or ever-changing environment".

Public services depend on the ability of employee resources. To achieve high performance, employees must have professional, personal, and social competence and provide the best service. The problem of public service delivery is closely related to the ability and quality of the human resources working in it. To provide optimal service and achieve high performance, employees are faced with demands to meet certain requirements. They need to have qualified competence in various aspects, including professional skills in their field of work, personal skills in managing themselves and overcoming

challenges, as well as social skills to interact well with society.

In addition, employees are also expected to be able to provide the best possible service to the community. This involves being fully responsible, caring and willing to provide optimal assistance to every individual who needs public services. To improve the quality of public services, organizations must pay special attention to employee competency development. Continuous employee training and development in various aspects will help improve employee capabilities and ultimately have a positive impact on the public services provided. With strong competence and quality services, it is hoped that public services will be more effective and efficient, and be able to better meet the needs and expectations of the community. This of course will have a positive impact on the image and reputation of government institutions, as well as strengthening public trust in the government and the public services provided. So that it can realize the achievement of performance targets and community satisfaction in its services resulting from the productivity of quality human resources. In reality, dissatisfaction with the services received is still found due to the level of performance that is still not optimal, so the level of public satisfaction with public services provided by civil servants is still lacking.

Hariandja (2002: 195) says that employee performance is "a result of work displayed by its role in the organization". Every employee is expected to improve performance. Based on Bogor City Regional Regulation Number 77 of 2014 concerning Guidelines for the Formation of Community Institutions in Kelurahan. The main task of the Kelurahan in Bogor City and the function of the Lurah is the Kelurahan head as a sub-district apparatus that receives the delegation of some of the government's authority from the sub-district head.

The success of achieving the goals of the Kelurahan organization is very dependent on the performance of employees as one of the key resources in the organization. This shows how well the quality and productivity of employee work can improve overall performance so that the results achieved are by the expectations and targets set by the community and by predetermined organizational work plans.

Preliminary observations of researchers in sub-districts in the West Bogor District, Bogor City, found that employee performance was not optimal. This can be seen from the following problem indicators:

1. The ability of employees to work in the Government and Order section, the Social Section and the Economics and Development section at the Kelurahan Office in West Bogor District is still not optimal. This can be seen in the fact that there are still many service performances that have not satisfied the people around West Bogor District.
2. There is still low discipline from Kelurahan employees in the West Bogor Subdistrict, which can cause services to the community sometimes not to be appropriate during service working hours. Example: should enter the office before 08.00 according to the Regional Regulations of the City of Bogor, employees must attend Morning Calls, coinciding with this there is a need for the community which sometimes they come for early morning services according to working hours while the employees have not arrived so that services to the community are delayed.

The problem mentioned above is suspected because organizational communication has not run effectively from leaders to subordinates or between fellow subordinates.

RESEARCH METHODS

The research method used in this study is an explanatory survey. While the research design (*research design*) explains the causal relationship between variables through hypothesis testing. So the purpose of this study was to examine the influence of the hypothesized variables and to what extent how much big percentage of the effect of the independent variable on the dependent variable. The independent variable (X) in this study is organizational communication. While the dependent variable (Y) is the performance of village officials in the West Bogor District, Bogor City. The population in this study are Kelurahan Employees in the West Bogor District, Bogor City, which is divided into 16 Kelurahan Administration areas with a total of 129 employees, then a sample of 35 employees was taken, which was then collected using data collection techniques, questionnaires, in-depth and structured interviews, non-participatory observation and literature study.

Data Analysis Techniques

Analysis of data processing using the path (*path analysis*) as in the following picture:

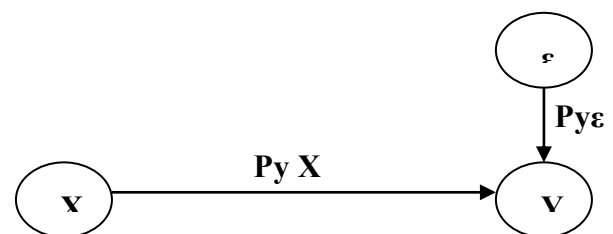


Figure 1 Structure of the influence of variable X on variable Y

Information:

X = Organizational Communication Variable

AND = Employee Performance Variable

Pyx = Coefficients X and Y
 e = Variables that influence outside the variables studied
 Pyε = Residual variable coefficient /epsilon

After that, the data that has been collected will be analyzed quantitatively by utilizing statistical methods, such as correlation and path analysis, using SPSS version 21 software. The purpose of this analysis is to obtain the standard Beta value resulting from the regression test performed. Including hypothesis testing whose stages consist of validity testing and reliability testing.

RESULTS AND DISCUSSION

Variable Structure Calculation

This study has objectives which include testing the variable structure, which is divided into the main structure and one sub-structure. In the structure section of the variables X to Y, a test is carried out to measure the extent to which organizational communication variables affect employee performance variables. To carry out the analysis, the Path Analysis method is used. Furthermore, the results of the Path Analysis analysis will be described as follows:

Table 4 Multiple Correlation Coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.775	.771	2.6725

a. Predictors: (Constant), x

the table above, it can be seen that the coefficient of determination (R2) is 0.775, which means that 77.5% of the variation in employee performance can be explained by the independent variable, namely organizational communication. This means that there is a significant influence of organizational communication on employee performance, with a level of influence equal to the coefficient of determination (R2 = 77.5%) or around

77.5%. In addition, it can also be concluded that there are variables outside the model that affect employee performance by 0.225 (error) or 22.5%. The magnitude of the path coefficient for each variable is as follows:

Table 5 Values of Standardized Coefficients for Path Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.839	4.419		6.074	.000
	x	.267	.118	.880	2.260	.031

a. Dependent Variable: y

In the table, the standard path coefficient values are presented which describe the relationship between organizational communication variables and performance variables. The path coefficient from X to Y is 0.880. After processing the data, we can construct a structural equation in the form of a path diagram and enter the estimated coefficient of the data processing results. Thus, the structural equation formed is:

$$AND = pyX + e$$

$$= 0.880X + e$$

Where:

X = Organizational communication

AND = employee performance

ε = Epsilon

Based on the analysis results in the multiple correlation Cowell influence for the structure tested, the multiple determination coefficient value is 77.5%. All exogenous variables tested have been calculated and yielded R2 = 77.5%. This R2 value is obtained as the result of the square of the multiple R correlation coefficient which is 0.880. This R2 rating indicates that the influence of organizational communication is very strong when compared to other variables not included in this study. To see the calculation results more clearly, you can check the following image:

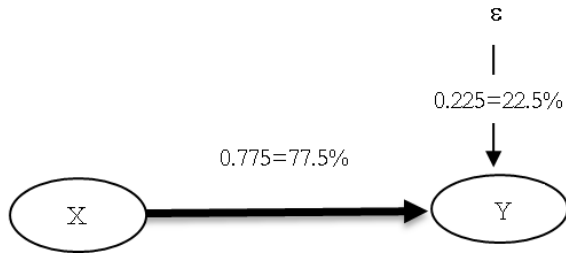


Figure 2. The magnitude of the influence of the X variable on Y

The value of the relationship and influence of organizational communication variables on employee performance can be explained as follows:

Effect of organizational communication (X) on employee performance (Y)

This is an explanation of how much impact and influence organizational communication variables have on employee performance.

Effect of other variables (ε) on employee performance (Y)

In this study, organizational communication which includes downward, upward and horizontal communication has a significant contribution of 77.5% to performance. However, there are 22.5% of other factors not considered in this study which also influence the performance results.

X Sub Structure₁, X₂ and X₃ to Y

In this sub-structure, it is tested how much influence downward communication has (X₁), upward communication (X₂) as well as horizontal communication (X₃) on the performance of employees (Y) in the Kelurahan in the West Bogor District, Bogor City. The analytical method used is path Analysis. The results *Path Analysis Explained* in the following table:

Table 6 Multiple Correlation Coefficients

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.775	.753	1.9288

a. Predictors: (Constant), x3, x2, x1

The data in the table reveals that the coefficient of determination (R²) is 0.775, meaning that 77.5% of the variation in employee performance variables can be explained by independent variables, such as downward communication (X₁), upward communication (X₂), and horizontal communication. (X₃). This indicates that there is a joint effect of downward communication (X₁), upward communication (X₂), and horizontal communication (X₃) on employee performance by the coefficient of determination (R² = 77.5%), or it can be concluded that the influence of the variables outside the model is 1 - R² = 0.225 (error). The path coefficient values of each dependent variable are as follows:

Table 7 Values of Standardized Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.125	3.837		-.554	.584
	x1	.967	.321	.333	3.012	.005
	x2	1.236	.322	.420	3.841	.001
	x3	.932	.384	.289	2.424	.021

a. Dependent Variable: y

In the table above, there are standardized coefficients for each factor, which can be explained as follows:

- 1) The first coefficient value = 0.333, indicating that downward communication (X₁) influences employee performance.
- 2) The second coefficient value = 0.420, indicating that upward communication (X₂) also affects employee performance.
- 3) The third coefficient value = 0.289, indicating that the communication is horizontal (X₃) and well influences employee performance.

The results of the data processing can be described in the form of path diagrams and structural equations by including the estimated coefficients of the data processing results. Thus, the structural equation can be described as follows:

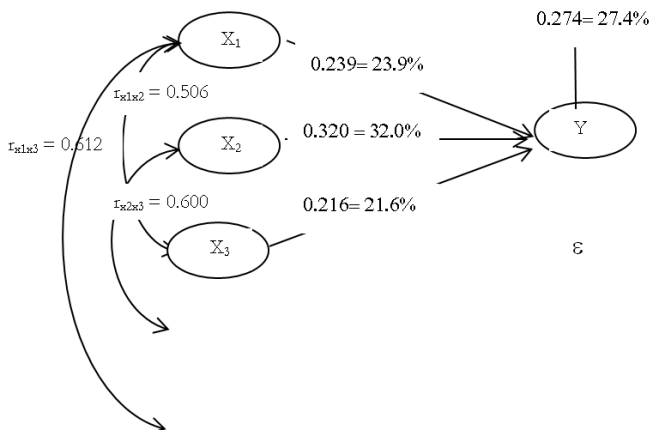
$$Y = b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 0.333X_1 + 0.420X_2 + 0.289X_3 + e$$

- Where:
- X_1 = downward communication
 - X_2 = Upward communication
 - X_3 = horizontal communication
 - AND = employee performance
 - e = Epsilon

Based on the existing data in the table of multiple correlation coefficients for the structures tested, the multiple determination coefficient values and all exogenous variables tested are $R^2 = 77.5\%$. This multiple determination value is obtained as the square of the multiple correlation coefficient $R = 0.880$. This shows that downward communication (X_1), upward communication (X_2), and horizontal communication (X_3) have a strong influence on other variables not examined.

From the calculation of the path coefficient value, it is obtained that the influence of X_1 on Y is 0.239, the influence of X_2 on Y is 0.320, and the influence of X_3 on Y is 0.139. Meanwhile, the influence of other variables is 0.216. More details about the magnitude of this influence can be seen in the following figure:



Simultaneous Influence of Organizational Communication (X) on Employee Performance (Y)

Based on the results of the influence contribution test, it was revealed that the organizational communication variable has a significant impact on employee performance by 0.775 or 77.5%. Organizational communication, which includes downward, upward and horizontal communication, has a strong influence on employee performance, involving factors such as quantity, quality and timeliness. The results of this calculation also imply that the influence between variables is by the proposed research hypothesis. The research hypothesis states that "Organizational communication has a large influence on employee performance in the Kelurahan in the West Bogor District, Bogor City" is determined by the main forms of downward communication, upward communication, and acceptable horizontal communication.

The results of the study revealed that organizational communication in Kelurahan in the West Bogor District, Bogor City, in general, had been carried out by the form of organizational communication. This organizational communication is one of the most important things that supports the creation of employee performance, so employees must understand and Carry out organizational communication because with this understanding they will be able to carry out each job properly according to the main tasks and functions of each employee. It is within this framework that organizational communication is seen as important because to provide information to other people or co-workers in every organization one must have good communication skills. This implies that organizational communication should be carried out by the main forms of organizational communication to achieve employee performance as expected by

the Kelurahan in the West Bogor District, Bogor City.

Effect of other variables (ϵ) on employee performance (Y)

The results of the study show that organizational communication, which involves downward, upward and horizontal forms of communication, has an effect of 77.5% on employee performance. However, the remaining 22.5% is influenced by other variables not examined in this study, such as employee competence. This indicates that other factors also contribute to employee performance, apart from organizational communication. Nonetheless, this study focused on organizational communication variables as the main factor influencing employee performance.

In this research, quantitative analysis is used to explain the influence of organizational communication in more detail. The results of this analysis are based on statistical calculations, interviews, and secondary data, which operationally help in deepening the analysis. The following is a further explanation of the results of this research analysis:

Effect of Main Forms of Downward Communication (X1) on Employee Performance (Y)

The results of data processing show that downward communication affects employee performance by 0.239 or 23.9%. The main form of downward communication consists of downward role indicators, superior-subordinate relations and downward instructions while employee performance is represented by quantity, quality and timeliness.

The statistical test results also imply that quantitatively the form of the relationship between variables is by the proposed hypothesis.

The research hypothesis which reads "Organizational communication through the main form of downward communication, has a large influence on

employee performance in the Kelurahan in the West Bogor District, Bogor City" can be accepted.

The findings in the field illustrate that the main form of downward communication is institutionally seen as one of the formal requirements that must be carried out by every government agency, including the Kelurahan in the West Bogor District, Bogor City, in carrying out good organizational communication.

Therefore, it is understandable if the main form of downward communication is always aligned with employee performance. Apart from that, the research findings also reveal that the main form of downward communication in the context of organizational communication in the Kelurahan in the West Bogor District, Bogor City is also a concern of the leadership.

For this reason, the form of downward communication is used as one of the important requirements for leaders in determining employee performance improvement. This is very understandable considering that the main form of downward communication will functionally provide information to employees in carrying out communication and interaction in the workplace.

Strengthening the importance of the main form of downward communication is also shown by the results of the answers of respondents who generally acknowledge the importance of the main form of downward communication in carrying out their work.

However, the researcher found that empirically there was still dissatisfaction with some employees towards organizational communication in the Kelurahan in the West Bogor District, Bogor City, namely that sometimes the messages conveyed by leaders to subordinates were not clear.

Effect of the main forms of upward communication (X2) on employee performance (Y)

The results of data processing show that the main form of upward communication affects employee performance by 0.320 or 32.0%. The main forms of upward communication consist of indicators of conveying information, connecting upwards and providing advice while employee performance is represented by quantity, quality and timeliness. The statistical test results also imply that quantitatively the form of the relationship between variables is by the proposed hypothesis.

The research hypothesis which reads "Organizational communication through the main form of downward communication, has a large influence on employee performance in the Kelurahan in the West Bogor District, Bogor City. Can be accepted.

Effect of Main Forms of Horizontal Communication (X3) on Employee Performance (Y)

The results of data processing show that the main form of horizontal communication affects employee performance by 0.216 or 21.6%. The main form of this horizontal communication consists of indicators of message exchange, messages by function and downward message levels while employee performance is represented by quantity, quality and timeliness.

The statistical test results also imply that quantitatively the form of the relationship between the variables is by the proposed hypothesis. The research hypothesis which reads "Organizational communication through the main form of horizontal communication, has a large influence on employee performance in the Kelurahan in the West Bogor District, Bogor City" can be accepted.

Simultaneous Influence of Organizational Communication (X) on Employee Performance (Y)

Based on the results of the influence

contribution test analysis, it shows that organizational communication variables influence employee performance by 0.775 or 77.5%. Organizational communication consisting of the main form-downward communication, upward communication and horizontal communication is very strong on employee performance consisting of factors of quantity, quality and timeliness. The calculated results also imply that the form of influence between variables is by the hypothesis field. The research hypothesis which reads "Organizational communication has a large influence on employee performance in the Kelurahan in the West Bogor District, Bogor City" is determined by the main forms of downward communication, upward communication, and acceptable horizontal communication.

The results of the study revealed that organizational communication in Kelurahan in the West Bogor District, Bogor City, in general, had been carried out by the form of organizational communication. This organizational communication is one of the most important things that supports the creation of employee performance, so employees must understand and carry out organizational communication because with this understanding they will be able to carry out each job properly according to the main tasks and functions of each employee. It is within this framework that organizational communication is seen as important because to provide information to other people or co-workers in every organization one must have good communication skills. This implies that organizational communication should be carried out by the main forms of organizational communication to achieve employee performance as expected by the Kelurahan in the West Bogor District, Bogor City.

Effect of other variables (ϵ) on employee performance (Y)

Organizational communication consisting of the main form of downward communication, upward communication and horizontal communication affects performance by 77.5%, while the remaining 22.5% is influenced by other variables not examined in this study. This shows that other variables affect employee performance apart from organizational communication. These other variables were not examined in this study, for example, employee competency. Partial Influence of Organizational Communication (X) on Employee Performance (Y)

By The research focuses on organizational communication as a variable that influences employee performance, based on the findings of The quantitative analysis (results of statistical calculations), the researcher can then explain the quantitative research analysis of the organizational communication variable factors. The results of this analysis are based on the results of statistical calculations, the results of interviews and secondary data which operationally contribute to sharpening the analysis. The results of the analysis in question are described below.

Effect of Main Forms of Downward Communication (X1) on Employee Performance (Y)

The results of data processing show that downward communication affects employee performance by 0.239 or 23.9%. The main form of downward communication consists of downward role indicators, superior-subordinate relations and downward instructions while employee performance is represented by quantity, quality and timeliness. The statistical test results also imply that quantitatively the form of the relationship between variables is by the proposed hypothesis.

The research hypothesis which

reads "Organizational communication through the main form of downward communication, has a large influence on employee performance in the Kelurahan in the West Bogor District, Bogor City" can be accepted.

The findings in the field illustrate that the main form of downward communication is institutionally seen as one of the formal requirements that must be carried out by every government agency, including the Kelurahan in the West Bogor District, Bogor City, in carrying out good organizational communication.

Therefore, it is understandable if the main form of downward communication is always aligned with employee performance. Apart from that, the research findings also reveal that the main form of downward communication in the context of organizational communication in the Kelurahan in the West Bogor District, Bogor City is also a concern of the leadership.

For this reason, the form of downward communication is used as one of the important requirements for leaders in determining employee performance improvement. This is very understandable considering that the main form of downward communication will functionally provide information to employees in carrying out communication and interaction in the workplace.

Strengthening the importance of the main form of downward communication is also shown by the results of the answers of respondents who generally acknowledge the importance of the main form of downward communication in carrying out their work.

However, the researcher found that empirically there was still dissatisfaction with some employees towards organizational communication in the Kelurahan in the West Bogor District, Bogor City, namely that sometimes the messages conveyed by leaders to subordinates were not clear.

Effect of the main forms of upward communication (X2) on employee performance (Y)

The results of data processing show that the main form of upward communication affects employee performance by 0.320 or 32.0%. The main forms of upward communication consist of indicators of conveying information, connecting upwards and providing advice while employee performance is represented by quantity, quality and timeliness. The statistical test results also imply that quantitatively the form of the relationship between variables is by the proposed hypothesis.

The research hypothesis which reads "Organizational communication through the main form of downward communication, has a large influence on employee performance in the Kelurahan in the West Bogor District, Bogor City. Can be accepted.

Effect of Main Forms of Horizontal Communication (X3) on Employee Performance (Y)

The results of data processing show that the main form of horizontal communication affects employee performance by 0.216 or 21.6%. The main form of this horizontal communication consists of indicators of message exchange, messages by function and downward message levels while employee performance is represented by quantity, quality and timeliness.

The statistical test results also imply that quantitatively the form of the relationship between the variables is by the proposed hypothesis. The research hypothesis reads "Organizational communication through the main form of horizontal communication, has a large influence on employee performance in the Kelurahan in the West Bogor District, Bogor City" can be accepted.

CONCLUSION

Based on the results of the research and discussion, this research can be concluded as follows:

1. Simultaneously, it was revealed that organizational communication variables empirically had a major influence on the performance of Kelurahan employees in the West Bogor District, Bogor City. The results of the research findings also found that the employee performance variables in the Kelurahan in the Bogor Barat Kota District Environment Bogor are not only influenced by organizational communication variables alone but other variables also influence the performance of these employees.
2. Organizational communication through the main forms of downward communication, upward communication, and horizontal communication has partially influenced the performance of Kelurahan employees in the West Bogor District, Bogor City. This is reflected in the results of empirical research which illustrates that organizational communication variables have been carried out by the main form of organizational communication and standard operational work procedures for the Kelurahan in the West Bogor District, Bogor City, but operationally it has not been fully operational, so that it has implications for employee performance.
3. The frequency of communicating within the Organization on a routine basis, which is carried out between employees through upward communication, downward communication and horizontal communication, greatly influences the performance of Kelurahan employees in the West Bogor District, Bogor City.

This is reflected in the results of the research found by routine meetings (discussions, briefings and meetings) whether scheduled or not, enabling the conveyance of clarity of material carried out to achieve the implementation of program activities or overcome problems that arise to be resolved, so that they can be discussed through joint solutions or settlements according to with organizational goals that enable it to minimize miscommunication in solving these problems.

SUGGESTION

Suggestions The suggestions in this study are:

A. Saran Academic

The study of organizational communication and employee performance is theoretically very important in the context of the study of public policy science. Therefore, the researchers recommend that scientists and practitioners involved in this field carry out more ongoing research so that they can make a valuable contribution to the development of science, especially in the aspects of thinking and scientific development.

B. Practical Advice

1. Considering that organizational communication has had a major influence on employee performance, the Kelurahan in the West Bogor Subdistrict, Bogor City, should pay serious attention to serving the community through smooth organizational communication, to improve the performance of employees in the Kelurahan in the West Bogor Subdistrict, Bogor City.
2. The main form of horizontal communication should be further enhanced by following up on every message or suggestion submitted by employees to the leadership.

C. Policy Advice

Supposedly, policies should focus on efforts to improve employee performance by designing work procedures that are transparent and easily understood by employees, thereby encouraging the creation of effective communication in the work environment. Besides that, a clear workflow is also made, so that employees can work directed and ultimately can improve employee performance. Better implementation of organizational communication should be carried out with a more intensive and persuasive supervision pattern carried out by the Lurah on the implementation of organizational communication by the main forms of communication, both upward communication, downward communication and horizontal communication. A good working relationship occurs with the utilization usage media of communication letters, disposition, briefing staff, and technology media (WA, SMS, telephone) as well as the frequency of each meeting and delivery of information from fellow employees in the sub-district of West Bogor District, Bogor City.

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