
THE ROLE OF INTERNAL COMMUNICATION IN DRIVING EMPLOYEE ENGAGEMENT (STUDY CASE OF PT. SINAR GALESONG PRIMA MANADO)

PERAN KOMUNIKASI INTERNAL DALAM MENDORONG KETERLIBATAN PEGAWAI (STUDI KASUS PADA PT. SINAR GALESONG PRIMA MANADO)

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Abstract: The rise of globalization developments in economic, political, social, areas crucially affects organizational lives of individuals in the society. With these developments organization management are obliged to develop new management to struggle the competition conditions. The purpose of this research is to know how is the role of internal communication in driving PT. Sinar Galesong Prima employee engagement. This research is qualitative analysis interview, the population is the employee of PT. Sinar Galesong Prima, and the sample method is using snowball sampling. The data were gathered through interview with informants and examination of the literature review from previous researcher. The result is all the informants explained that the role of internal communication is very important in driving employee engagement. The conclusion is Employees at PT. Sinar Galesong Prima think that Internal Communication is important, formally and informally. The communication media that being used situation ally is Direct Communication and Telecommunication such as Messaging App, and regarding employee engagement, PT. Sinar Galesong Prima manage to make their employee engaged by giving bonus, and also gives personal compliments to employee. This research recommend PT. Sinar Galesong Prima to teach their employee to always using formal communication in routine to increase their employee engagement.

Keywords: *internal communication, employee engagement.*

Abstrak: Maraknya perkembangan globalisasi di bidang ekonomi, politik, sosial dan teknologi sangat mempengaruhi kehidupan komunal dan organisasi individu di masyarakat. Sejalan dengan perkembangan tersebut, manajemen organisasi diwajibkan untuk mengembangkan teknik manajemen baru untuk menghadapi kondisi persaingan yang semakin ketat. Tujuan dari penelitian ini adalah untuk mengetahui bagaimana peran komunikasi internal dalam menggerakkan keterlibatan karyawan PT. Sinar Galesong Prima. Penelitian ini merupakan wawancara kualitatif, populasi dalam penelitian ini adalah karyawan PT. Sinar Galesong Prima Manado dan sampel menggunakan snowball sampling sebagai metode sampling. Data dikumpulkan melalui wawancara dengan informan dan pemeriksaan tinjauan literatur dari peneliti sebelumnya. Hasilnya menunjukkan semua informan menjelaskan bahwa peran komunikasi internal sangat penting dalam mendorong keterlibatan karyawan. Kesimpulan yang dapat ditarik dari penelitian ini adalah Karyawan pada PT. Sinar Galesong Prima berpikir bahwa Komunikasi Internal di tempat kerja penting formal dan informal. Media komunikasi yang digunakan secara langsung adalah Komunikasi Langsung dan Telekomunikasi seperti Aplikasi Messaging, dan mengenai keterlibatan karyawan, PT. Sinar Galesong Prima berhasil membuat karyawan mereka terlibat dengan memberikan bonus dan insentif di luar gaji bulanan mereka dan juga memberikan pujian pribadi kepada karyawan. Penelitian ini merekomendasikan PT. Sinar Galesong Prima mengajari karyawan mereka untuk selalu menggunakan komunikasi formal secara rutin untuk meningkatkan keterlibatan karyawan mereka.

Kata Kunci: *komunikasi internal, keterlibatan pegawai*

INTRODUCTION

Research Background

Communication that occurs within the organization is called organizational communication. Organizational communication as the degree or level of information about the work the organization sends to members and between members of the organization. The purpose of communication within the organization is to establish mutual understanding so that there will be equality of frame of references and the field of experience between members of the organization. Organizational communication must be viewed from various sides is first communication between superiors to subordinates, second between employees one with another employee, third is between employees to superiors.

This study examines the role of internal organizational communication and employee engagement. Foundationally, communication involves a two-way exchange of information. Internal communication occurs between managers and employees. The reason why the researcher choose the problem as the topic is based on the researcher's internship experience while doing the internship program at Ministry of Finance, Republic of Indonesia. When the researcher doing the internship program at Ministry of Finance Republic of Indonesia the internal communication that happen in there is not build really well but the employee still engage in the company. Based on that experience the researcher would like to know whether Internal Communication that did not build well in Ministry of Finance but their employee still engage well in the company also happen in the private companies, in this case it is PT. Sinar Galesong Prima Manado which is one of a private companies in Manado.

PT. Sinar Galesong Prima at Manado will be the place where the researcher will conduct the research. PT. Sinar Galesong Prima at Manado is the official and main dealer of Suzuki four-wheeled in the region of North Sulawesi. PT. Sinar Galesong Prima at Manado they serves the sales, service and spare parts of Suzuki four-wheeled. They employed approximately 250 employees who are mostly from local people.

This research is focusing on the role of internal communications driving to PT. Sinar Galesong Prima Manado employees' engagement. Internal communication is a shared message between employees, human interactions that occur within the company and between employees. As the organization grows in size or complexity or spreads out of these areas and time zones, it is requires an internal communication program that helps build a great engagement.

There have been many previous studies conducted on the role of internal communication in driving employee engagement, but no one has studied the role of internal communication driving employee engagement of this company. Therefore, this study try to find the role of communication in driving employee engagement in the company with a qualitative approach.

Research Objectives

The objective of this research is: *To know the Role of Internal Communication in driving PT. Sinar Galesong Prima Manado employees' engagement.*

THEORETICAL REVIEW

Human Resource Management

According to Dessler (2007), Human resource management (HRM) refers to the policies and practices involved in carrying out the human resource (HR) aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations. Marchington and Wilkinson (2002), In the global business, HRM is increasingly considered a contemporary development to reshape employment relationships as a tool that may have effectively replaced other management traditions like Personnel Management (PM) and Industrial Relations (IR).

Communication

According to Locker and Kaczmarek (2007), Communication affect all levels of work. Good communication skill are vital in in today's workplace. There are two way of communication forms, first is Verbal Communication and second is Nonverbal Communication. Verbal communication is communication that uses word includes Face-to-face or phone conversation, meetings, E-mail and voice-mail message, letters and memos, or reports. Nonverbal Communication is communication that does not uses words included pictures, company logos, gesture and body language, who sits where at meeting, or how long someone keeps a visitor waiting.

Internal Communication

According to Bovee and Thill (2002), Internal Communication refers to the exchange of information and ideas within the organization. Communication among members of an organization is essential to perform function effectively. Kanchan Bhatia and Mahak Balani (2015), Communication help individuals and groups coordinated activities to achieve goals. It plays a significant role in socializing, executing decisions problem-solving and change-management processes. The basic requirement to funtion properly in business environment is to have excellent 'internal communication.

Pattern of Internal Communication

Internal communication has two dimension; vertically and horizontally. Horizontally communication is a downward and upward form of direction. In other words vertical communication transmits information among different levels in the organizational structure. However, Horizontal communication also transmits information among people, divisions, departments and units within the operational structure. This Section presents the qualities and roles of different communication flows in an organization.

Formal and Informal Communication Pattern

According to Bratton, Forshaw, and Sawchuk (2007), Formal communication can be broadly categorized into two major styles – formal and informal communication. Formal communication involves utilizing the official channels of an organization to share message. The informal communication on the other hand is communicating between employees outside the formal structure of organization. This could be unofficial or unrelated message to the organization's formal structure of communication.

The Role of Internal Communication

According to Dolphin, 2005; p. 171. The role of internal communications is building and nourishing employee relations, establishing trust, providing timely and reliable information and thereby contributing to general motivation, particularly in times of change and stress. According to Spitzer and Swider (2003), effective internal communications should have three basic objectives (p. 70–71); Information that is communicated to the employee audience is understood and accepted by the audience with respect to the content, intent, relevance, as well as merit of the message; Goals of the communications with regard to motivating, directing, informing, or gaining the participation of the employee audience are achieved among the majority of employees; End result of an improved internal dialogue is achieving improvement in one or more of the core success components: sales, product quality, workforce performance and satisfaction, profitability and ultimately customer satisfaction.

Goals of Internal Communication

According to Argenti (1998), the goals of internal communications in order of their importance are: Creating the sense that employees are an important asset to the organization; Improving morale and fostering goodwill between employees and management; Informing employees about internal changes; Explaining compensation and benefit plans; Increasing employee understanding of the organization and its products, organization, ethics, culture and external environment; Changing employee behavior toward becoming more

productive, quality oriented, and entrepreneurial; Increasing employee understanding of major health/social issues or trends affecting them, Encouraging employee participation in community activities.

A better understanding of employees' perceptions of communications problems in their organizations would help managers communicate more effectively and improve their ability to promote more effective communication throughout the organization.

Employee Engagement

According to Schaufeli (2013), The verb 'to engage' has many meanings, varying from a straightforward emotional state of being 'in gear', that is being involved and committed, to another transactional state of working in return for a fair economic exchange at workplace. Kahn (1990), defined engagement in the management literature as the ability to harness an employees' personal enthusiasm in their work roles. Quirke (2008), In the internal communications literature, defined engaged employees as feeling a strong emotional bond to their employer, recommending it to others and committing time and effort to help the organization succeed (p.102).

Previous Research

The first article is by Karen Mishra, Lois Boynton, and Aneil Mishra (2014) from North Carolina Central University School of Business, Durham, NC, USA. It focused on the importance of strengthening internal communication with employees. Internal communication is important for building a culture of transparency between management and employees, and it can engage employees in the organization's priorities. This exploratory study uses findings from interviews with public relations executives to explore the growing role that internal communication plays in employee engagement. Executives employ a variety of communication methods, including face-to-face communication, to communicate with employees. The executives' chosen communication strategies aim to build trust and engagement with employees. In doing so, public relations executives find themselves in an expanded role of fostering employee engagement.

The second article is by Emma Karanges, Amanda Beatson, Kim Johnston, and Ian Lings (2014), they are from Queensland University of Technology, School of Advertising, Marketing, and Public Relations, Brisbane, Australia. It focused on Employee engagement is linked to higher productivity, lower attrition, and improved organizational reputations resulting in increased focus and resourcing by managers to foster an engaged workforce. The purpose of this research is to investigate whether social factors, namely perceived support and identification, play a mediating role in the relationship between internal communication and engagement. To test the theoretical model, data are collected from 200 non-executive employees using an online self-administered survey. The study applies linear and mediated regression to the model and finds that organizations and supervisors should focus internal communication efforts toward building greater perceptions of support and stronger identification among employees in order to foster optimal levels of engagement.

The third article is by C. Balakrishnan and Dr. D. Masthan (2013). They are Research scholar, from Jawarlal Nehru Technical University, Hyderabad, India and Professor from College of Business Administration, King Saud University, Riyadh, Kingdom of Saudi Arabia. It focused on finding out the ways for improving employee engagement. The reason behind the study was the warning signal received during a routine six monthly employee engagement survey. As per the result of survey indicates there was a significant reduction in the level of employee engagement. Earlier surveys were conducted during the airport project implementation phase and this was the first survey conducted after airport went to operational phase. The result of this survey was alarming and it was decided to start immediate remedial measures. So it was also decided to find out scientifically whether there is a relationship between internal communication and employee engagement. The results of the scientific study had shown the existence of positive relationship between them. The study was focused on the main characteristics of the engaged employees such as commitment, meaningfulness of their (employee's) work and discretionary effort. Based on these results action plans were formulated and implemented for immediate improvement in the level of employee engagement.

Conceptual Framework

In this research conceptual framework is provided to create a comprehensive understanding of a phenomenon or phenomena that is being observed. This section will explain the framework that shows how the variables were used in this study. Conceptual framework is arrangement of logical construction that regulated in order to explain the variable in the research. With the conceptual frame work the research will be more focused. The conceptual framework of this research will be show in figure 1

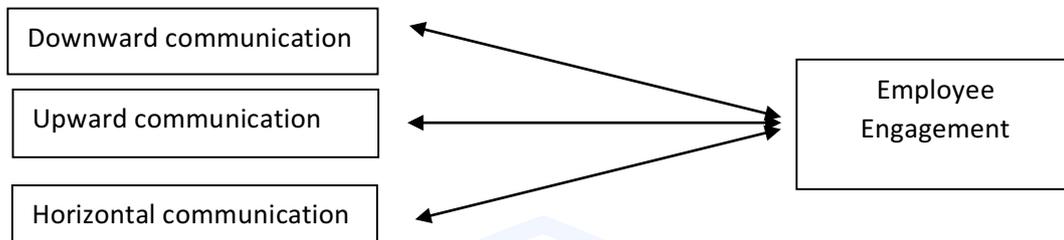


Figure 1: Research Framework

Source: Empirical Review, 2017

RESEARCH METHOD

Type of Research

This research is qualitative analysis interview method. According to Creswell (2003) defined the qualitative research as an effective model for the research to be more detail in obtaining data by deeply involved in the natural experiences.

Place and Time of Research

This research will be conducted in PT. Sinar Galesong Prima at Manado. Located in Jl. Piere Tendean No.9 Boulevard-Manado. This research will be conducted from August – September 2017.

Social Situations and Informant

Sugiyono (2007) in qualitative research there is no population term but only social situation, which consists of three elements: place, actors and activity. In this research, the population and sample of the company that use interview is the PT. Sinar Galesong Prima and the more specific is the Employees.

Data Collection Method

The data used in this research are primary data and secondary data. According to Hair, et al. (2006), Primary data are the result of conducting some type the data needed for this research were gathered through interview and observation in the social situation. The secondary data collected for some purpose other than the problem at hand taken from company data, books, journals, articles, and relevant literature from library and internet.

Data Analysis Method

The process of data analysis was done before entering the social situation while analysis process was done during collecting the data and after finishing the collecting data in certain period of time.

Data Validity and Reliability

Creswell (2007) validation in qualitative research to be an attempt to assess the accuracy of the findings, as best described by the researcher and the participants. Validation as a distinct strength of qualitative research

in that the account made through extensive time spent in the field, the detailed thick description, and the closeness of the researcher to participants in the study all add to the value or accuracy of a study.

RESULT AND DISCUSSION

Result

This research uses qualitative method and interview as the tool to gain the information. The population of this research is the employees of PT. Sinar Galesong Prima Manado. The sample took 11 employees of PT. Sinar Galesong Prima. In first step, questions were arranged and prepared before the interview.

Informant 1

The first Informant is male and he is 30 years old, and he has been work in PT. Sinar Galesong Prima Manado for more than 2 years since 2015. According to informant 1 about the role of Internal communication in the company to build and engage the employee engagement is really important because employees can be more knowing each other and the meaning or purpose of the conversation can make the employee be more engage in the company in order to enhance the company performance. Informant 1 also said that the communication that happen in the company can make the trust of each other increase as long it was a distinct communication. According to informant 1 the information or message that the company gave can make him be more engage in the company.

Informant 2

The second informant is male, he is 30 years old, and he has been working at PT. Sinar Galesong Prima for 2 years. According to informant 2 the role of internal communication is very important in order to strengthen the employee engagement, because without communication the employee cannot engage themselves in the company and informant 2 said that in the company their internal communication is well established and because of the communication is well established the feel of trust is high between each other and it makes them want more engage in the company. The Informant also said that the managers and co-workers give him compliment for his achievement and it makes him want to engage in the company.

Informant 3

The third informant is female, she is 29 years old, and has been work at PT. Sinar Galesong Prima for 8 months. According to informant 3 the role of internal communication is really important because without communication they cannot know how to engage in the company and the company cannot run well, informant 3 said that communication that happen in the company is built really well and with that good communication she has high trust for her co-workers and all the information and compliment that the supervisor and co-workers gave and message or information that shared in the company of course make informant 3 engage in the company.

Informant 4

The fourth informant is male, he is 27 years old, and has been working at PT. Sinar Galesong Prima for 10 months. According to informant 4 the role of internal communication is really important to build and strengthen the employee relationship, because without communication there will be there will be misperception and purpose between company. According informant 4 the communication that exists within the company can create a sense of trust between the employees such as delivering the information that can make him more engage in the company. Informant 4 said that the managers and colleagues never give him compliment for his achievement but it is okay for him, it doesn't influence him to not engage in the company.

Informant 5

The fifth informant is female, she is 34 years old, and have been working at PT. Sinar Galesong Prima Manado for 7 years. According to informant 5 the role of internal communication in order to build and engage employee relationship is very important because according to informant 5 in order to build relationship and employee engagement is through communication, how people can know something without communication. According to informant 5 the communication inside the company make she feel trust to her colleagues and make her contribute in the company. According to informant 5 she's not really get a compliment from her co-workers and manager but she thinks it's okay because she work for searching money not compliment.

Informant 6

The sixth informant is female, she is 27 years old, and she's been working at PT. Sinar Galesong Prima for 4 years since 2014. According to informant 6 the role of internal communication in order to build and engage employee relationship is very important, the reason is because without internal communication the company can't run. According to informant 6 the communication that happen in the company make her want to contribute in order to make the company go forward. Informant 6 also said that as long as the communication is good the communication between her, her co-workers and manager can build well. According to informant 6 the information that the company gave makes her want to contribute in the company. According to informant 6 her colleagues and manager or supervisor never give her compliment for her achievement but she's not really put much concern in that, and it doesn't affect her to not contributing in the company.

Informant 7

The seventh informant is male, 25 years old, and he's been working at PT. Sinar Galesong Prima for 11 months. According to informant 7 the role of internal communication is really important to build and engage employee relationship, the reason why it is very important because with by communicating it can facilitate the performance of employees in many aspects related to the company. Informant 7 said that the communication that happen inside the company environment make him wants to contribute in order to advance the company. According to informant 7 the communication that happen between him and his co-workers can make him have high feels of trust, because with communicating with his co-workers he can know his co-worker more and it can make him trust them.

Informant 8

The eight informant is male, he is 28 years old, and has been working at PT. Sinar Galesong Prima for 3 years since 2014. According to informant 8 the role of internal communication is very important in order to strengthen the employee engagement and relationship, because without communication the employee cannot engage themselves in the company and informant 8 said that in the company their internal communication is well established and because of the communication is well established the feel of trust is high between each other and it makes them want more engage in the company.

Informant 9

The ninth informant is female, she is 32 years old, and has been working at PT. Sinar Galesong Prima Manado for 5 years since 2012. According to informant 9 the role of internal communication in build and engage the employee relationship is important because by communicating they can understand one another, making it easier in running their jobs. Informant 9 said that the communication that happen in the company environment make her have high feel of trust to her colleagues and wants to contribute more inside the company in order to advance the company.

Informant 10

The tenth informant is female, she's 30 years old, and has been working at PT. Sinar Galesong Prima for 4 years since 2013. According to informant 10 the role of internal communication is really important to build and strengthen the employee relationship, because without communication there will be misperception and purpose inside the company. According informant 10 the communication that exists within the company can create a sense of trust between the employees such as delivering the information that can make her more engage in the company.

Informant 11

The eleventh informant is male, he is 37 years old, and has been working at PT. Sinar Galesong Prima for 6 years since 2011. According to informant 11 the role of internal communication is really important in building relationship and employee engagement because in an organization if the communication messed up then it will impact the company and automatically make the organization can't run well. Informant 11 said that the communication that happen inside the company of course can make him want to contribute in order to make the company move forward. Informant 11 said that the communication that happen between him and his co-workers will make him have a sense of trust, the reason it is because he's been working with his co-workers for 6 years so it is a long time to make him have a high sense of trust for his co-workers.

The Role of Internal Communication at PT Sinar Galesong Prima

According to Kalla (2005) defines internal communication taking place as all formal and informal communication taking place internally at all levels of an organization. It similar to the findings from most of our informants said that formal and informal communication is important in the workplace, but formal communication is more understandable and more polite.

According to informants, the communication media that been used to share information in the office besides giving directly is Telecommunication Media such as Line and what's app. According to informants also, they need to ask again the information that they received in order to avoid misunderstanding in the future.

The Role of Employee Engagement at PT Sinar Galesong Prima

Quirke (2008) defined that an engaged employee as the measure of an employee's emotional and intellectual commitment to their organization and its success. It fits with the result from informants that said the employees manage to build a strong and professional relationship with co-workers and managers.

Company also gives appreciation toward workers beside salary, such as bonus and incentives. It can drive workers to work even harder in company. It can be said that with engagement that being given by company through their incentives and bonus, it also helps build relationship between the managers of company and workers.

The Role of Internal Communication in driving Employee Engagement at PT. Sinar Galesong Prima Manado

According to Dolphin (2005), the role of internal communications is building and nourishing employee relations, establishing trust, providing timely and reliable information and thereby contributing to general motivation, particularly in times of change and stress. Fits to the theory above, the informants thinks that internal communication is really needed for building a good employee engagement throughout company.

With good employee engagement been built, the trust between co-workers been made well and it makes employee wants to engage more in the company. From informants we also finds that compliments from the company, co-workers or managers, makes employee wants to engage more also, even though some of the informants not working for compliment. It can be said that PT. Sinar Galesong Prima manage to build good internal communication within workers that came with a result of good employee engagement through the workers of the company itself.

By looking through the answer that we get from informants, it suits with previous research conducted by Emma Karanges *et al* (2014) and Lemy *et al* (2013) that says internal communication is the key point of driving employee engagement in a company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

After examining the findings and discussing them, the conclusions acquired in the study are Employees at PT. Sinar Galesong Prima think that Internal Communication in workplace is important, formally and informally. The communication media that being used situation ally is direct communication and telecommunications such as Messaging App, regarding employee engagement, PT. Sinar Galesong Prima manage to make their employee engaged by giving bonus and incentives outside their monthly salary, and also gives personal compliments to employee. The findings from the expert in this chapter emphasize that even when the internal communication did not build well in the company the employee still wants to engage in the company.

Recommendations

Based on the conclusion, here are the recommendation for PT. Sinar Galesong Prima Manado:

1. PT. Sinar Galesong Prima should teach each of their employee to speak formally in routine so that each employee can be in the same communication standard and makes everyone more understandable to each other.
2. Beside bonus and incentives, PT. Sinar Galesong Prime can engage employee trip to appreciate all of the employee hard work and also increasing more the engagement throughout all of the employee.

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