

Downward Communication Model to Improve Employee Performance

¹NandangDjunaedi, ²Feby Febrian, ³Granit Agustina, ⁴HerniSuryani,
⁵RakhmiaNalibratawati

ABSTRACT--Each agency must be able to invite its employees to provide the right form of communication model in accordance with the needs of agencies that can create a person's performance for the better. This study aims to determine the communication model that influences the performance of an employee in an agency. This research is a descriptive and verification study using simple linear regression analysis, where the respondent population is all employees of industry and foreign trade services in the province of West Java as many as 30 people with a sample of 30 people using SPSS 21 software. The method used in this study is saturation sample technique using the entire population as a sample. Data collection using the direct survey method using a questionnaire. the results of respondents' responses that have been distributed and the results of testing then communication down affect the performance of employees by 0.787 has a positive and significant effect. To improve employee performance, the authors suggest that there be further research by other researchers regarding the problems of factors that affect employee performance other than downward communication such as security at work, accuracy and appropriateness in payments, organizational conditions and organizational management roles, supervisory ability and quality of work alone. Make improvements to all elements of communication down and employee performance in the future so that abuse or fraud can be avoided.

Keywords--Downward Communication and Performance.

I. INTRODUCTION

Communication tools are all media used to disseminate or convey information, be it information to just one person or to many people. Communication tools also not only convey information but also produce information. Along with the rapid development of the times, communication tools are no longer in the form of letters, bells, telegraphs, etc. but in the form of more effective tools for communicating in one direction or many directions where they can connect one person to another to communicate directly even with great distance. Such communication devices are cellphones or cellphones, computers, telegraphs, television, radio, and others. In this communication tool using multimedia in its use which serves to access sound, images, videos, and other things. In the world of staffing, especially in government agencies, communication is used by employees to access information about the various duties and responsibilities of an employee both verbally and in writing as well as

¹ (Universitas Trisakti dan FEB UNWIM), Fakultas Ekonomi & Bisnis Universitas Winayamukti, Fakultas Ekonomi & Bisnis Universitas Winayamukti, Indonesia. Fakultas Ekonomi & Bisnis Universitas Trisakti, Indonesia, Obelix9009@gmail.com

² (Universitas Trisakti dan FEB UNWIM) Fakultas Ekonomi & Bisnis Universitas Winayamukti, Fakultas Ekonomi & Bisnis Universitas Trisakti, Indonesia

³ (Universitas Pendidikan Indonesia dan FEB UNWIM), Fakultas Ekonomi & Bisnis Universitas Winayamukti, Doktor Ilmu Manajemen Universitas Pendidikan Indonesia, Indonesia

⁴ (FEB UNWIM) Fakultas Ekonomi & Bisnis Universitas Winayamukti, Indonesia

⁵ (FEB UNWIM) Fakultas Ekonomi & Bisnis Universitas Winayamukti, Indonesia

manuals and multimedia, and many more. Whereas in the business world, communication is used as a company profile media, product profile, and even is used as a communication tool between sellers / producers and buyers / consumers. Communication as an effective tool between superiors and subordinates in one agency will make a lot of work that is usually done manually or multimedia can be done effectively and efficiently. For example, such as facilitating communication between employees in an agency, especially among leaders, leaders and subordinates and related staffing, demonstrating duties and responsibilities, sending messages, making instructions on various social media, marketing products on websites or sales applications, and the most important thing is to facilitate communication between superiors and subordinates, especially among the employees themselves.

Studying the downward communication problems faced by superiors against subordinates in a government agency and all stages of management both with various advantages and disadvantages as well as obstacles that occur in cultural contests between employees of the institution often encounter various obstacles and obstacles. When communicating down, subordinates often find it difficult to understand and understand what is the command or instruction of the leadership to subordinates through several stages of management, gain access to certain parts of management related to midwives and their responsibilities and the emergence of various problems communicating with superiors about a duty and responsibility. Good communication is related to the dynamics of effective and efficient communication. Downward communication is an effort where a leader shows the quality of productivity and ability in the form of the performance of employees in an agency. The theoretical study serves as a benchmark defining the meaning of communication which underscores a repeated emphasis such as identifying problem areas that occur, communication in preparing ideas, ideas and arguments related to the performance and productivity of their employees in government agencies. Therefore this research is focused on network communication and relationships as individuals communicating downward within a government agency on the performance of an employee. Incorrect information, arriving late or completely lost due to travel through the managerial layer affects the bottom line. A head of field can benefit by understanding how organizational communication affects their daily work activities in increasing the productivity of their performance. To achieve this goal, a series of on-site interviews were conducted with heads of departments, section heads, senior and honorary staff to determine what types of problems they faced with downward communication in the institution where they were.

According to kwifie, TE, Aigbavboa, CO, Machethe, SO (2019) Ensuring effective communication in all typologies that have been considered a panacea to correct tensions, fragmentation and crisis situations that are at stake and are needed by individuals, teams and organizations that were previously autonomous to unite in a functional system and collaborate towards achieving common goals (Fodor and Flestea, 2016; Xie et al., 2010; Khurana et al., 2011; Ibrahim et al., 2013; Sha'ar et al., 2017). Various research works have underlined the need to understand the challenges of communication and communication performance in various typologies of procurement in Indonesia through delivery of construction projects (see Emmitt and Gorse, 2003; Xie et al., 2010; Liu, 2009; Dainty and Moore, 2000; Gorse et al. ., 2006; Gorse and Emmitt, 2003; Xie, 2002). According to Goodman, M. (2019) The communication function has become the center of transformation including multipolarity beyond globalization, internet goods, corporate business models, uncertainty, privacy, big data and alternative data; and shifting demographics ...

According to Kwifie, TE, Aigbavboa, CO, Machethe, SO (2019) The foundations of communication performance theory lie in the human domain and technical factors in intrapersonal, interpersonal and organizational communication (MarshallPonting and Aouad, 2005; Xie et al., 2010; Dawood et al., 2002). Xie et al., (2010) and Dainty et al. (2006) states that communication performance requires the composition and flow of information in a medium from sender to medium.

According to Moura, L., Pinheiro de Lima, E., Deschamps, F., Van Aken, E., Gouvea da Costa, S., Treinta, F. and Cestari, J. (2019) in the area of performance measurement and management, the application of performance measurement systems (PMS) to non-profit organizations (NPOs) and public administration has been considered a challenge. This diversity of organizations makes it difficult to define the exact terminology and characteristics of the organization. The evolution of PMS has not been able to capture all dimensions of public administration performance and, especially for NPOs, consider dynamic and diverse goals.

The purpose of research in accordance with the identification of problems is to find out:

1. Communication down on the foreign trade department of West Java province?
2. Performance of Employees in the Foreign Trade Office of West Java Province?
3. How big is the influence of downward communication on employee performance in the Department of Trade Overseas West Java Province?

II. LITERATURE REVIEW AND THEORY FORMULATION

According to Gibson et al. (2012) suggested that "communication can flow from higher levels to lower levels of the organization; including management policies, instructions and official memos. " According to Kwifie, TE, Aigbavboa, CO, Machethe, SO (2019) The foundations of communication performance theory lie in the human domain and technical factors in intrapersonal, interpersonal and organizational communication (MarshallPonting and Aouad, 2005; Xie et al., 2010; Dawood et al., 2002). Xie et al., (2010) and Dainty et al. (2006) states that communication performance requires the composition and flow of information in a medium from sender to medium. The works of McCroskey, and Beatty (1998), and Morreale et al. (2001), as a basic study conceptualizing organizational communication, states that communication performance requires understanding, people's attitudes and the complexity of their networks towards information. Richmond and McCroskey (1992) also describe the performance of communication as an effective function and communication which must organize, persuade, integrate, coordinate and socialize the team. Conversely, communication performance is conceptualized as a process where information must be unimpeded, which is a human or technical challenge that might affect the content and quality of information shared. Dawood et al. (2002) extended their argument and further suggested that communication can be dynamic and along with it performance, and thus the context and environment (social, cultural, physical, organizational and network) also have a significant effect. Xie (2002) provides an understanding of communication performance in traditional procurement in the delivery of a job. procurement systems can be dynamic and unique with inherent attributes that can significantly affect communication performance. It is generally accepted that the environment exhibits unique traits that have significant implications for team performance, communication results, and management intuition adopted (Manley and Chen, 2016; Song et al., 2009; Bresnen, 2010; Chan et al., 2010).

Against this, Salleh (2008) argues that gaining an understanding of communication performance in any context is very important to adopt strategies and concepts that can improve the results of effective communication. It has been argued that, theoretically, the focus of communication performance is steps towards improvement and this must begin from a general understanding of the communication performance situation in each management approach. (Thomas et al., 1998; Emmitt and Gorse, 2003; Xie et al., 2000; Xie, 2002). However, generic drugs understanding of communication performance in non-traditional procurement is still lacking. Therefore, this research is intended to gain a general understanding of the nature of communication performance in future studies. According to Jan Michael Alexandre C. Bernadas, Carlos M. Piosos III and Ron Bridget T. Vilog (2019) in Zoller (2005) to explore the communicative process of organizations working with women migrants in destination countries, specifically, definitions and explanations for organizational health, their solutions to diseases and the methods and tactics they use to communicate health. According to Nathan David Gilkerson, Rebecca Swenson and Fraser Likely (2019) that the Communication Literature shows a holistic approach to E&M is very important. In this case it is necessary to understand and recognize the complexity of public relations functions. Research also shows that without adequate investment, however, no process occurs starting with - and, likewise, without alignment (eg application and use of E&M efforts), investment in personnel and operational costs is of negligible value. Finally, it was concluded that the culture of the organization supports and receives the benefits of E&M communication - and, ideally, demands a presence in promoting investment in the resources and opportunities needed to align from the insights generated. Working in a combined holistic, investment, alignment, and cultural element approach enables E&M communication efforts to help inform the company's strategy. According to Heewon Kim, Craig Scott, (2019) The communication nature of change from management may have a positive relationship with affective commitment and job satisfaction, and a negative relationship with turnover intentions. Change communication, including general managers and supervisors, communication must strategically provide vision and expectations because the uncertainty of change can affect commitment, job satisfaction and stress (Lewis, 2011). Poor communication about changes from management is related to reduced trust and negative emotions among employees (Proctor and Doukakis, 2003), which can lead to increased turnover intentions (Fugate et al., 2008). Also, management communication is positively related to the perception of organizational support, and in turn, employee performance (Neves and Eisenberger, 2012) as well as increased feelings of personal control (Bordia et al., 2004). Psychological empowerment and such control can help employees maintain their level of commitment and satisfaction (Amiot et al., 2006).

Performance in accordance with the value system that applies to him. Veithzal and Sagala (2009). Work in a safe place, Appropriate payment, Organization and Management, Support for the right job. People who are in the right job. According to Moura, L., Pinheiro de Lima, E., Deschamps, F., Van Aken, E., Gouvea da Costa, S., Treinta, F. and Cestari, J. (2019) in the area of performance measurement and management, the application of performance measurement systems (PMS) to non-profit organizations (NPOs) and public administration has been considered a challenge. This diversity of organizations makes it difficult to define the exact terminology and characteristics of the organization. The evolution of PMS has not been able to capture all dimensions of public administration performance and, especially for NPOs, consider dynamic and diverse goals.

According to LuqmanOyekunleOyewobi, Ayodeji Emmanuel Oke, Toyin Deborah Adeneye and Richard Ajayi Jimoh (2019) in Kim (2014), WLB management has become one of the most important strategies for

managerial management to guarantee employee commitment and improve organizational performance. Considering the evidence from studies conducted in Australia on the construction industry (eg Francis and Lingard, 2004; Lingard et al., 2007, 2010), there are a number of important occupational benefits in the life imbalance in the construction industry. However, research efforts confirm whether work life imbalances are a problem in Nigeria's industrial construction. Therefore this study is to examine WLB women's construction professional experience in commitment to their organization and performance, as well as the mediating role of employee commitment in Nigeria in the construction industry.

According to Hooi, L. (2019) that there is no relationship between learning ability and two measures of financial performance, return on equity and return on assets. However, learning ability is strongly associated with job satisfaction, a non-financial performance measure. According to Badu (2019) in Mahsun (2014), performance is a picture of the level of achievement, implementation of an activity / program / policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. According to Agustina (2016) to get good performance, the human resources in the organization must have good quality too. According to Zahriyah, Utami and Ruhana (2015: 1) Performance is the result of work that can be achieved by individuals or groups in completing their tasks according to responsibilities which is an effort to achieve organizational goals with the success that has been mutually agreed upon.

According Furqon (2019: 100) factors that affect employee performance. internal factors include: intellectual ability, work discipline, job satisfaction and employee motivation. External factors include: leadership style, work environment, compensation and management systems found in the company. These factors should need to be considered by the leadership so that employee performance can be optimal.

Basically there are various factors that influence the success of education, including: principals, teachers, students, facilities and infrastructure, educational environment, curriculum. From these factors, the teacher in the learning process activities in schools occupies a very important position and without ignoring other supporting factors, the teacher as the subject of education is very determining the success of education itself.

Employee performance illustrates how far the main tasks are carried out so as to produce results that are set together. According to Bernardin and Russe (in Tika, 2016: 121) defines performance as the recording of results obtained from work functions or certain activities during a certain period of time. According to PrawiroSuntoro, performance is the work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time. Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. According to Mainer in Moh. As'ad (2001: 48), argues that: "Job performance is work achieved by a person / organization according to the size applicable to the work in question. Every job has a certain size / standard that must be achieved by every employee. That standard / standard must be met by employees in carrying out their work ".

III. PRIOR RESEARCH

1. Research conducted by Novieka and Arik P. (2018) regarding the effect of organizational communication on job satisfaction and organizational commitment. The results showed that formal communication channels influenced employee job satisfaction, informal communication channels affected employee job satisfaction, formal communication affected employee organizational commitment, informal communication affected employee organizational commitment, and employee job satisfaction affected employee organizational commitment.

2. Research conducted by supriambodo and Agung (2017) regarding the effect of communication on employee job satisfaction (Study on the Solaris Service Sentosa of Sidoarjo City). The results showed that between the variable vertical communication and horizontal communication of the Y variable (employee job satisfaction) obtained $f_{count} = 7.910 > f_{(table)} 4.26$, and tested at $\alpha = 5\%$ so that it can be concluded that the two variables simultaneously influence on Y. T test results show that the vertical communication variable has the most dominant influence with $T_{calculate} 2.517$, when compared to the t_{table} value of 1.796 and significant 0,036, while the regression analysis shows the results of a constant of 1.245 which if the independent variable of communication is not considered then Employee job satisfaction will decrease by this constant.

3. Research conducted by Dimas oktaArdiyansyah (2016), regarding the effect of communication on employee performance mediated by job satisfaction. The results showed that communication of job satisfaction, communication on performance, job satisfaction on performance, and the role of mediation of job satisfaction on communication and employee performance had a positive and significant effect.

4. Research conducted by Setiawan, Agung (2016), regarding the effect of communication on employee performance at pt. the main fertile works of engineering in the city of Makassar. The results showed that the communication applied in the form of internal and external communication had a positive and significant effect on the performance of the employees of PT. Subur Engineering Main Engineering. Internal communication is applied vertically, horizontally and diagonally between leaders, subordinates and work units. While external communication takes the form of feedback on information provision, collaborative activities and dialogue between companies.

5. Research conducted by RensyudsFebriyadi (2017), regarding the influence of leadership and communication on the performance of employees of Indonesian railroad (Persero) regional subdivisions iii.2 tanjungKarang bandar lampung. Hypothesis test results in this study indicate that the results of tcount for leadership show a value of $2.387 > t_{table}$ value of 1.987 and the value of tcount for intensive giving shows a value of $6,833 > t_{table}$ value of 1,987 values, these results mean that partially leadership and communication have a positive effect on performance employees of PT KeretaApi Indonesia (Persero) Sub.Division Regional III.2.Tanjung Karang Bandar Lampung, while the results of Fcount of $33.662 > F_{table}$ value of 3.100, meaning that leadership and communication has a positive effect on the performance of employees of PT KeretaApi Indonesia (Persero) Sub.Division Regional III.2. TanjungKarang Bandar Lampung

IV. RESEARCH METHODS

Descriptive research that aims to obtain a description of the characteristics of the variables under study are communication down and performance. While the Verification research examines the effect of downward communication on performance in the foreign trade department of West Java Province.

To examine the effect of downward communication on performance in the foreign trade department of West Java Province, primary data and secondary data are needed by interview, questionnaire, observation and library research (Library Research). The population in this study were the employees of the provincial foreign trade department responsible for the total number of 30 people.

the calculation of the minimum sample disproportionate random sampling is known that the minimum number of samples needed is 30 people. In this study, sample size is determined by the form of statistical tests. The statistical test that will be used in this study is a simple linear regression, which examines the relationship between the downward communication research variables and performance in the foreign trade department of the province of West Java. Tabulation data is processed with SPSS 21 software.

V. ANALYSIS AND DESIGN

Table1:Results of Analysis of the Validity of Variable X Items for Communications Downwards

Item Pertanyaan	1	2	3	4	5	6
rhitung	0.573	0.415	0.512	0.564	0.468	0.796

While the results of the comprehensive test of the Employee Performance variable (Y) can be seen in the table below:

Table 2: Results of Validity Analysis of Variable Y Items (Employee Performance

Question	1	2	3	4	5	6	7
rcount	0.642	0.700	0.600	0.453	0.682	0.767	0.705
Question	8		9		10		
rcount	0.485		0.790		0.660		

Setiap item pertanyaandikatakan valid apabilanilai r hitung > r tabel. Dengannilai r tabel = 0,3 dan nilai r hitung > 0,3 ,makapertanyaan tersebut valid.

Table 3:Hasil Uji Reliabilitas Instrument Variabel X dan Y

Variabel	X	Y
Reliabilitas	0.836	0.837

Table4:Data communication indicator down

No	Statement	Skor	Ket.

1	Execution of Task	283	Sufficient
2	Instruction	285	Sufficient
3	Policy	335	Good

Table 5: Performance Indicator Data

No	Statement	Skor	Ket.
1	Skills	265	Sufficient
2	Environment	250	Sufficient
3	Work Load	275	Sufficient
4	Accuracy	260	Sufficient
5	Expertise	270	Sufficient

Tabel6:Result SPSS
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3,533	6,529		,541	,592
	Communication downward	,787	,109	,761	7,223	,000

a. dependent variable performance

The value of a is 3,533, this value indicates that there is no communication down, then the employee's performance is worth 3,533. While the b value of 0.787 shows that when there is an increase in communication down by one unit, the performance of employees in the industry and trade service of West Java Province will have an effect of 0.787.

Tabel7:Coefficients Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,761 ^a	,579	,568	9,45813

a. Predictors: (Constant), communication downward

The calculation result above shows that the Coefficient of Communication Down (X) with Employee performance (Y) is 0.761. From the calculation of t test obtained $t_{count} = 7,223$ while $t_{table} = 2,021$ means $t_{count} = 7,223 > t_{table} = 2,021$ then H_1 is accepted and H_0 is rejected, which means that there is a significant

influence between downward communication on employee performance managed by the industry and trade service of West Java Province.

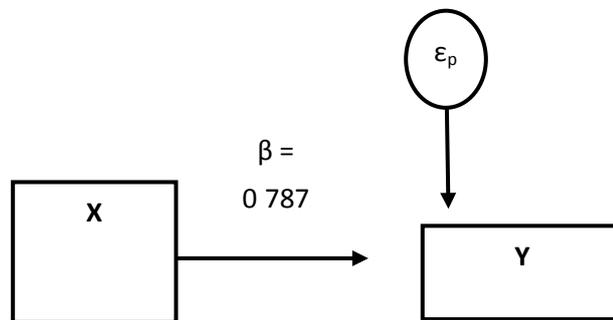


Figure 1: Conceptual framework

This means that communication downward influences by 57.9% on the performance of employees managed by the industry and trade department of West Java Province. While the remaining 42.10% (100% - 57.90%), the performance of employees of the industry and industry of West Java province is influenced by other factors.

VI. CONCLUSIONS AND SUGGESTIONS

Employees of the Ministry of Industry and Trade of West Java Province in the foreign sector basically in carrying out communication down has been running quite well, however there are still many weaknesses, namely the level of management, instruction and Memoi still have to be increased more in the plan to develop communication downward so that the employee's encouragement to achieve success can always be motivated. . Employee performance has been going well this is obtained from the results of the questionnaire answers distributed The level of performance of employees of the industry and trade service in West Java Province in the foreign sector based on indicators of questions given to respondents in general are in the moderate or moderate category, meaning that employees in the office environment West Java province's industry and trade in the foreign sector already has a fairly good level of employee performance, but it still needs to be improved so that it gets even better such as an increase in safe workplaces, accuracy in payment, organizational conditions, supervision capabilities and a high level of quality owned by an employee. Because all this involves a good employee performance and will improve the quality of work as well and will increase the motivation for the employee's own motivation.

From the results of the study note that downward communication and employee performance using statistical methods, namely the correlation coefficient and the coefficient of determination, it can be concluded that communication downward has a strong influence on the performance of employees in the West Java province of industry and trade in the foreign sector.

To improve employee performance, the authors suggest that there be further research by other researchers regarding the problems of factors that affect employee performance other than downward communication such as

security at work, accuracy and appropriateness in payments, organizational conditions and organizational management roles, supervisory ability and quality of work. alone.

Make improvements to all elements of communication down and employee performance in the future so that abuse or fraud can be avoided.

REFERENCES.

1. Agustina, G. 2016. Effect of Incentives and Discipline on Employee Performance of
 - a. Cooperative Offices and Micro, Small and Medium Enterprises in West Java
 - b. Province. Winayamukti Economy Journal. Vol 2 No. 1. Pages 4-17.
2. Alkhalifa dan Peterson. 2014, On the relationship between initial motivation, and satisfaction
 - a. and performance in joint ventures, Europan Journal of Marketing. London.
 - b. Emerald Library.
3. Allen, Jim and McCleskey. (2014) Situational, Transformational, and Transactional
 - a. Leadership and Leadership Development. Journal of Business Studies
 - b. Quarterly 2014, Volume 5, Number 4
4. Adamu Abbas Adamu and Bahtiar Mohamad (2019) A reliable and valid measurement scale
 - a. for assessing internal crisis communication. Journal of Communication
 - b. Management, 23. 2.
5. Badu, Irman. 2019. Influence of budgeting participation, commitment
6. organization, professionalism, leadership style, and organizational structure
7. on managerial performance. Journal of Development Economics Progress.
8. Volume 4, Number 1 (3), Pages: 99-113.
9. Charlotte Schulz-Knappe, Thomas Koch and Johannes Beckert (2019) Corporate
 - a. Communications: An International Journal, vol. 24 no. 4
10. Emily Brennan. 2009. Managing and Measuring Employee Performance: Original Research
 - a. into the Measurement and Valuation of Employee Performance within the World's
 - b. Leading Organizations. Emerald Journal: Library Management. Volume: 29
Number: ½ pp. 137-139 Copyright: © Emerald Group Publishing Limited.
11. Febrian, F. 2016. The Effect of Competence and Promotion of Position on Job Satisfaction at
 - a. West Java Province Manpower and Transmigration Office. Wanaya Mukti
 - b. Economic Journal. Vol 2 No. 1. Pages 49-58.
12. Furqon, Mohammad Amir. 2019. Effect of Leadership Behavior on Performance
 - a. Employee. Journal of Accounting and Assets. Volume 5 No. 1. Page 92.
13. Gibson, James L. Ivancevich, John M, et al. 2012. Organization Behavior Structure Pro-
 - a. Cesses. Eight Edition. Boston: Richard D Irwin Inc Homewood.
14. Goodman, M. (2019). Introduction to the special issue: corporate communication
 - a. Transformation of strategy", Journal of Business Strategy, Vol. 40 No. 6, pp. 3-8.
15. Heewon Kim, Craig Scott, (2019) "Change communication and the use of anonymous social
 - a. media at work: Implications for employee engagement", Corporate

- b. Communications: An International Journal, vol. 24 no. 3.
16. Helen Lingard, Rita Peihua Zhang and David Oswald. (2019). Effect of Leadership and
 - a. communication practices on the safety climate and behavior of construction
 - b. workgroups. *Engineering, Construction and Architectural Management*, 26. 6.
17. Hooi, L. (2019), "Firm performance: is organizational learning capability the magic wand?",
 - a. *International Journal of Productivity and Performance Management*, Vol. 68 No. 8,
 - b. pp. 1411-1433. <https://doi.org/10.1108/IJPPM-01-2019-0023>.
18. Jan Michael Alexandre C. Bernadas, Carlos M. Piosos III and Ron Bridget T. Vilog (2019)
 - a. Communicative processes for health activism : the case of organization working
 - b. with Filipina migrants in japan. *International Journal of Human Rights in*
 - c. *Healthcare*, vol. 12 no. 5
19. Jon L. McNaughtan, Brooke Wilson DePue and Elisabeth D. McNaughtan (2019) The road
 - a. already traveled: communication advice for higher education leaders. *International*
 - b. *Journal of Educational Management*, vol. 33 no. 6
20. Kwofie, T. E., Aigbavboa, C. O., & Machethe, S. O. (2019). Nature of communication
 - a. performance in non-traditional procurements in South Africa. *Engineering,*
 - b. *Construction and Architectural Management*.
21. Luqman Oyekunle Oyewobi, Ayodeji Emmanuel Oke, Toyin Deborah Adeneye and Richard
 - a. Ajayi Jimoh (2019). Influence of organizational commitment on work-life balance
 - b. and organizational performance of female construction professionals. *Engineering,*
 - c. *Construction and Architectural Management*, vol. 26 no. 10.
22. Moura, L., Pinheiro de Lima, E., Deschamps, F., Van Aken, E., Gouvea da Costa, S., Treinta,
 - a. F. and Cestari, J. (2019), "Designing performance measurement systems in
 - b. nonprofit and public administration organizations", *International Journal of*
 - c. *Productivity and Performance Management*, Vol. 68 No. 8, pp. 1373-1410.
23. Nathan David Gilkerson, Rebecca Swenson and Fraser Likely (2019) Maturity as a way
 - a. forward for improving organizations' communication evaluation and measurement
 - b. practices. *Journal of Communication Management*, vol. 23 no. 3.
24. Payal Mehra and Catherine Nickerson organizational communication and job satisfaction:
 - a. what role do generational differences play ? *International Journal of*
 - b. *Organizational analysis*. 27,3.
25. Ms Keerthana R. Ms Subashini S. Ms Susmita G. and Ms Vinotha V.. "Design of planar antenna using micro strip feed for biomedical applications." *International Journal of Communication and Computer Technologies* 5.2 (2017), 76-81. Print. doi:10.31838/ijccts/05.02.07
26. Hageman, J.H., Krippner, S., Wickramasekera II, I. Across cultural boundaries: Psychophysiological responses, absorption, and dissociation comparison between Brazilian Spiritists and advanced meditators (2011) *NeuroQuantology*, 9 (1), pp. 5-21.
27. Saroka, K., Mulligan, B.P., Murphy, T.R., Persinger, M.A. Experimental elicitation of an out of body experience and concomitant cross-hemispheric electroencephalographic coherence (2010) *NeuroQuantology*, 8 (4), pp. 466-477.