

The Influence of Communication and Work Discipline on the Employee Performance (A Case Study of Employee Performance of Dwi Arsa Citra Persada Foundation in Yogyakarta, Indonesia)

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ABSTRACT

Competitiveness is essential in winning the competition in the business world, good performance and quality of all sources owned by a company, especially qualified and modern-thinking human resources (HR). This research aims to describe the influence of communication and work discipline on the employee performance at of Dwi Arsa Citra Persada Yogyakarta's. According to the research result and the description of the displayed data, communication and work discipline had significant influence on employee performance both simultaneously and partially. The equation model of this research is $Y = 5,406 + 0.446 X1 + 0.444 X2$. The F value was 52,524 with significance value 0,000, it describes that communication and work discipline simultaneously had significant influence on the employee performance. Furthermore, the 76.6% of the employee performance was influenced by communication and work discipline and 23.3% was influenced by other factors that can be studied in the future research.

Keywords: Communication, work discipline, and employee performance.

INTRODUCTION:

Competitiveness is essential in winning the competition in the business world, good performance and quality of all sources owned by a company, especially qualified and modern-thinking human resources (HR). In a company, human as God's most perfect creation is a very valuable asset. Human has the ability to think, analyze, and creative in planning, trying, actualizing, and controlling all of aspect in accordance with his/her function in management. Thus, a company can develop optimally and always make improvement and development, effectively and efficiently, on all aspects to maintain its life in global competition.

Previous research reveals that there was correlation between effective communication and performance, productivity, also work commitment. Communication had significant influence on the employee performance, mainly in big companies (Femi, 2014). Meanwhile, (Marchalina & Ahmad, 2017) noted that communication had a significant negative correlation with outside of company. Communication systems that do not fulfill employees' satisfaction will eventually influence their work satisfaction and commitment (Carriere & Bourque, 2009).

Therefore, driving and controlling the employee to work as company's expectation is not an easy job remembering that human has dignity, feeling, ideas, desires and expectations. One way that can be done by the company to get them to work as expected is through good communication and employee discipline. The existence of good and easy-to-understand communication is expected to provide better understanding for all employees. Meanwhile, discipline reflects the big quantity of someone's responsibility towards his/her duty

(Marchalina & Ahmad, 2017).

In general, work discipline is defined as when the employee always come and go punctually, do the work well and on time, carry out orders from the leader, and comply with all company regulations and applied norms. High work discipline is expected to improve the employee performance. When a company owned a highly work-discipline employee yet did not provide good performance, the advanced technology owned by the company would not produce qualified products optimally. A company expects to have staffs with quality and good performance so that the company will develop rapidly and is able to compete in the global competition era.

A company takes several steps to improve the employees' performance, one of them is to improve the communication between the staffs and the leaders as well as communication intra department and communication among the staffs. It required support by work discipline. The program that aims to improve the employees' performance must be run by the members in all levels within the company. After applying good communication and work discipline, the next step to take is the company assess the performance of its employee. The assessment runs to reveal whether the members within the company had fits the standard of the company with optimum results or the opposite. When the result does not fit the expected outcome, then the company must motivate the employee to improve their performance.

Moreover, with this assessment, the employee with good performance might have an opportunity to be promoted and/or also increased their rewards to encourage them to work harder in order to achieve the goal of the company. Furthermore, for the employee, if the company gave high rewards, they could use it to fulfill their needs.

High work discipline is required in order to face the global competition which getting fierce. It means that every human resources are demanded to be able to well-perform all duties and responsibility, work fast, work right on the intended target, and beneficial for the development of the company. Thus, it can generate good employee performance and accelerate the achievement of the goal both effectively and efficiently. Those are the reasons for the need of more in-depth study by conducting research to explain how the communication and work discipline influence the employee performance. The research is expected to provide more information, ideas, knowledge which can be practiced in the business world and can be used to formulate policies and strategy related to human resources issues as an effort to improve the employee performance at Dwi Arsa Citra Persada Yogyakarta – Indonesia. Dwi Arsa Citra Persada is a foundation under the contorl of the Department of Manpower in Indonesia. Dwi Arsa Citra Persada is engaged in health training for nurses and midwives.

LITERATURE REVIEW:

Communication:

Communication is a medium to transfer information from communicator to communication in order to build an interaction (Hasibuan, 2002). Communication is one of the efforts to unite opinions, ideas, same understanding and group unity. The communication activities have a very wide scope. If the study of communication is connected to company, then a study of corporate communication will emerge. Especially, in optimizing the function of control, motivation, emotional expression, regulative, persuasive, and integrative (Robbins, 2006):

- a. *Control Function* – this communication function is for controlling the behavior of the members in various ways. Every company has authority and formal guidelines that must be obeyed by the employee. If an employee, for example, had to communicate his/her complaints about his/her duty to the direct leader, according to the job description, or to the company policies, the communication performs control function. However, informal communication is also controlling behavior.
- b. *Motivation Function* – communication strengthens motivation by explaining duty that the employee must do. How well they perform it and what can they do to improve their below standard performance.
- c. *Emotional Expression Function* – communication within a team or company is a fundamental mechanism by which the members show their disappointment or satisfaction. Therefore, communication facilitates the release of emotional expression and fulfills the social needs.
- d. *Informative function* – a company can be viewed as an information-processing system. It means all the members within a company expect to get more, better, and punctual information. Basically, information is required by people in different positions within a company. People in management level need information to formulate company policy and/or to resolve conflict within the company. Meanwhile, employee need information to carry out the duty and also information of security guarantee, social security and health.
- e. *Regulative Function* – this regulative function is related to the applied regulations within a company. In all institutions or companies, there are two things that affect this regulative function. First, the leader or people within management level, i.e. those who have authority to control all the information submitted. In addition,

they also hold an authority to give instructions or orders, so that in the company structure they are likely placed in the top level (position of authority) in order to get their orders implemented properly.

- f. *Persuasive Function* – in managing a company, power and authority will not always give the expected results. The effect is that there are many leaders prefer to persuade their employee rather than to give orders. It is because when the employee carries out their job voluntarily, they will do it with greater concern compare to when the leaders always show his/her power or authority.
- g. *Integrative Function* – every company tries to provide channels that enable employee to perform their duties and jobs well. There are two formal communication channels, such as special publishing within the company (newsletter, bulletin) and company progress report; as well as informal communication channel such as interpersonal conversations during the break at the workplace, sport competitions, or excursions. For the employee, these activities can foster greater desire to participate towards the company.

Previous research shows a strong positive correlation between communication and changes in company performance (Arif, Jan, Marwat, & Ullah, 2009). The practice of communication describes 50% variation of communication satisfaction, 23.4% variation of work satisfaction, and 17.5% in company commitment. Two-ways communication channels achieved the higher level of trust, work satisfaction and company effectiveness (Chen, 2008). Communication and training significantly influenced the effectiveness of company consistently (Chong, 2007). The deliberate value of communication with effective employee helped to overcome uncertainty and increases employees' motivation (Dolphin, 2005). The improvement of two-ways communication could increase satisfaction from 52% to 81%, and improve the company performance (Taylor & Elsey, 2005). Gathering information from the top management is very important for the employee and makes them feel valuable and prefer a face-to-face communication. Employee forum as a form of communication channels that leads to better communication (bulletin, staff meeting, etc.) could encourage employee commitment (White, Vanc, & Stafford, 2010).

1. Work Discipline:

Work discipline can be interpreted as an attitude to respect, obey, and comply the applied regulations, both of written and unwritten, and also able to perform it and accept the punishment if there was violation during performing the duty and authority, (Gomes, 2000). Work discipline is to behave according to the implemented regulations and the force of reward reduction by the leader due to a certain case.

The disciplinary action excludes temporary dismissal or reduction of employee caused by their behavioral incidents that resulting to low productivity or violations of regulations. A good discipline will naturally grow and emerge from human conscience. The discipline which is not grown from the human conscience will lead to weak and unsustainable discipline. Discipline will grow and can be built through educational training or habitual refinement with certain examples. It must be started in the family environment, starting from childhood and it will keep growing and create strong discipline.

Generally, work discipline can be seen when the employee come to the workplace regularly and on time, when they are dressed neatly in the workplace, when they carefully use the supplies in the workplace, when they produce a satisfactory amount and quality of work by following the rule of work defined by the company, and when they finished their duty and work morale. Generally, the work discipline of employee can be measured through:

- a. Come to the workplace in order, on time, and regularly. Thus, work discipline is considered good.
- b. Dress neatly in the workplace. Dressing neatly is one of many factors that influence the work discipline of the employee because it creates comfortable ambience and establish confidence during working.
- c. Use the supplies at the workplace with care. Careful attitude can show that someone has good work discipline because if they do not use the supplies carefully then there might be an incident resulting loss to the workplace.
- d. Follow the rule of work from the company. It shows that the employee has good work discipline and also shows the employee compliance to the company.
- e. Have responsibility. Responsibility is very influential on the work discipline and it shows high work discipline of the employee.

(Apalia, 2017) found that work discipline, employee promotion, remuneration, work environment, and management commitment are the key factors in influencing the employee performance, motivation, tools and equipment, and other resources as the second factor, and effective disciplinary policies can help control employee behavior and teamwork within a company. (Gabriel, Stella, & Daniel, 2015) found that majority of employee (64%) agreed that the procedure of work discipline to improve company performance and disciplinary action within a company could improve the employee performance. Other findings reveal that

discipline standard should not be considered as punishment but as a means of improving and implementing the standard of performance within a company (Suledan & Ilesanmi, 2015).

2. The Employee performance:

According to (Hasibuan, 2002), performance is a result of work achieved by someone who carried out his/her duty based on his/her skills, efforts, and opportunities. From this description, performance is as a result achieved by someone who carried out the duty by employing his/her skill, experience, seriously, and time according to the implemented standard and criteria.

Moreover, (Hasibuan, 2002), explains that to get the company to function effectively and in the path of company goal, the company must have good employee performance i.e. performing the duty in reliable way. (Mangkunegara, 2001) says that performance (working achievement) is the work result based on the quality and quantity achieved by an employee in carrying out the duty in accordance with his/her responsibilities. Furthermore, (Handoko, 2000) says that performance factors are influenced by motivation, work satisfaction, stress level, physical condition of work, compensation system, job design, commitment to the company, and economic, technical, and behavioral aspects.

Tiffin and Mc. Cornick (As'ad, 2001) states that there are two kinds of factors which influence someone's performance: (1) *individual factor* – it is related to attitude, character traits, physical traits, interests, experiences, age, gender, educational background, and other individual factors; (2) *Situational Factor* – it is related to (a) *physical factor*, it includes work methods, condition and design of working tools, determination of space, and physical environment (lighting, temperature, and ventilation), (b) *social and company factor* – it includes company regulations, type of training and supervising, wage system and social environment

According to (Siagian, 2003), the employee performance is influenced by salary, working environment, company culture, leadership, work motivation, work discipline, and work satisfaction. (Robbins, 2003) mentions that performance can be considered good when it fulfills these following elements:

1. Work quality, it is measured from the employee's perception on their work quality and the perfection in carrying out duty based to their skills and abilities.
2. Quantity, it is measured from the employee perception on the amount of their activities and its results.
3. Production time, it is measured from the employees' perception on the activity completed from the beginning until the end of time (becomes output).
4. Effectiveness, the employees' perception in assessing the employment of time in carrying out duty, effectiveness in completing duty from the company.
5. Independence, it is the level in which employee can perform their function without help or guidance from others and is measured from the employees' perception in performing their respective function according to their responsibilities.
6. Work Commitment, it is the level in which employee have a work commitment with the institution and responsibilities to the workplace.

The indicators of employee performance, based on (Mathis & dan Jackson, 2006), are related to (1) *quantity* – is the amount of results in terms of number of units and number of completed activities cycles. Quantity is measured from the employees' perception on the number of assigned activities and the results; (2) *quality* – means compliant in procedure, discipline, dedication. It is the degree in which the desired activity results are near perfect in terms of adjusting some ideal ways of performing the activity, as well as achieving the intended objectives of an activity. The quality of work is measured from the employee perception on the completed work, as well as the perfection of work based on the employee skills and abilities; (3) *reliability* – is the ability to perform the required work with minimum supervision. Reliability includes work consistency and reliability in serving, accurate and correct; (4) *attendance* - is someone's believe i.e. he/she will come to work every day according to the working hours, (5) *ability to work together* – is the ability of an employee to work with others in completing the task and job to achieve maximum score and results.

RESEARCH METHOD:

Research Design:

Research design, in narrow sense, is defined as the process of collecting and analyzing data. In a broader sense, research involves the process of planning and conducting research. In this research, it was started from observing and evaluating previous researches to determine the conceptual framework and research hypothesis that need to be proven.

Research Variable:

Research variable is the research object or the focus of a research (Suharsimi, 2006). There were two variables

in this research i.e. independent variable (X) and dependent variable (Y). The operational definition of variables consists of indicators of a certain variable which allows the researcher to collect relevant data on that variable. The independent variables in this research were (a) Communication (X1) – communicating complaints to the leader, explaining job description, giving information to employee on time, credibility of the messages given to the employee; (b) work discipline – employee come to work orderly and on time, dress neatly, use the supplies with care, follow the rule of work, responsible. The dependent variable of this research was (c) employee performance – quantity, quality, reliability, attendance, and ability to work together.

Population and Sample:

Population is a generalization area consisting of: object/subject which has certain quality and characteristics determined by the researcher to study and draw the conclusion. (Sugiyono, 2008, p. 80). Sample is a part of the amount and characteristics of a population (Sugiyono, 2008). The sampling technique applied in this research was total sampling i.e. all of employee in the company (50 respondents).

Data Collection:

Technique of data collection is a technique or method used by a researcher to collect data in a research. In this research, the data was collected by giving written questionnaire to obtain information from the respondents related to personal responses against external stimuli or things they are already know (Suharsimi, 2006).

Instrument Validity and Reliability:

Validity is a measurement to show the degree of validity of an instrument (Suharsimi, 2006). This research was employing the technique of validity test i.e. the validity achieved when there is conformity among the parts of instrument as a whole (Suharsimi 2006). The reliability test is used to show that the instrument is reliable to use as a data collection instrument (Suharsimi, 2006). In this research, the techniques used to test the reliability of the instrument is Alpha Cronbach (Suharsimi, 2006)

Data Analysis:

The multiple linear regression was employed to find the influence between independent variable and dependent variable i.e. the influence of communication and work discipline on the employee performance. Regression analysis analyzes the dependency of dependent variable to one or more independent variables. It aims to estimate and/or predict the average population or the mean value of dependent variable based on the existed variable (Ghozali, 2006) with significant value of 5%.

RESULTS:

The Result of Instrument Validity and Reliability Test :

Table 1 shows that Alpha Cronbach’s coefficient and correlation of each indicator in the communication, work discipline, and employee performance variables (in total) with probability value is less than 0.05. It means that all of questions in each variable were valid and reliable.

Table 1: Result of Instrument Test

Variables	Questions	Item Correlation	Alpha Cronbach’s	Sig
Communication	Q1 Good communication between leader and employee will create good environment and relationship	0.831	0.920	0.000 Valid and reliable
	Q2 Every work/task that will be performed requires instructions from the leader	0.672		
	Q3 The leader will give reprimand if a task is not completed	0.971		
	Q4 The leader will give reprimand if a task is not completed	0.921		
	Q5 Instruction must be given by the leader and should be done in set time	0.940		
Work Discipline	Q6 The regulation of com and go to work must be effective for the employee	0.556	0.852	0.000 Valid and reliable

Variables	Questions		Item Correlation	Alpha Cronbach's	Sig	
	Q7	Attendance data collection system within the company is effective	0.795			
	Q8	Employee get holidays according to the regulation from the government	0.720			
	Q9	Employee are demanded to work on time	0.915			
	Q10	Permit from the leader is needed when an employee want to leave the office	0.920			
The Employee performance	Q11	There is good supervision and communication that can improve the performance	0.565	0.894	0.000	Valid and reliable
	Q12	Employee' skills and abilities can improve the employee performance	0.804			
	Q13	Leadership potency can affect the employee performance	0.926			
	Q14	Employee quality can improve the performance	0.943			
	Q15	The employee performance can improve caused by their own initiative	0.926			

The Result of Multiple Linear Regression Analysis:

Table 2 shows the result of the multiple linear regression analysis can be explained as follows:

Table 2: The Result of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.406	1.523	3.551	.001	
	Communication	.446	.098	.491	4.542	.000
	Work Discipline	.444	.099	.484	4.474	.000
F = 52.524, Sig. .000 R = .876 Adjusted R Square = .752 Std. Error of the Estimate = 1.267 Std. Error = 1.523						

- a. The value of Std. Error of the Estimate (1.267) was lower than the value of Std. Error (1.523), it means that communication and work discipline is qualified to be used as the predicator of employee performance, and the constant was 5.406. It means if communication and work discipline are absent or the value is 0 then the employee performance is 5.406.
- b. The regression coefficient of communication variable (X1) was 0.446. It means in a short time, if communication increase 1 unit then the employee performance will increase for 0.446 unit when the other variable in the *ceteris paribus* condition (constant). This coefficient is positive and it means that there is linear relationship between communication and the employee performance. If the communication is well conducted then the employee performance will increase. In the opposite condition, it will decrease. On the other hand, the t-test value of the communication variable was 4.542 with significance value 0.00 (0.000 < 0.05). It means that communication (X1) positively and significantly influenced the employee performance. Power distance of communication was 0.391 (39.1%) and it means that the employee performance can increase 39.1% when the company communication indicators can be better improved.
- c. The regression coefficient of work discipline variable (X2) was 0.444. It means in a short time, if work discipline increase 1 unit then the employee performance will increase for 0.444 unit when the other variable in the *ceteris paribus* condition (constant). This coefficient is positive and it means that there is linear relationship between work discipline and the employee performance. The more employee discipline in work

then the employee performance will increase. In the opposite condition, it will decrease. On the other hand, the t-test value of the work discipline variable was 4.474 with significance value 0.00 ($0.000 < 0.05$). It means that work discipline positively and significantly influenced the employee performance. Power distance of work discipline was 0.389 (38.9%) and it means that the employee performance can increase 38.9% when the work discipline can be optimally improved.

- d. The multiple regressions coefficient, R was 0.876. It means that communication and work discipline had strong influence on the employee performance. Furthermore, the F value was 52,524 with significance value 0,000. It means that, together, both of communication and work discipline positively and significantly influenced the employee performance. The determinant coefficient shows that communication and work discipline influenced on the employee performance for 75.2% and the rest (24.8%) was influenced by the other factors that were not being considered in this research.

DISCUSSION:

Considering these results, communication and work discipline has significant influence on the employee performance both of simultaneously and partially. Therefore, the success in improving the employee productivity needs good communication and supported by the ability of the leader in giving instructions and always make coordination between leader and employee. In order to improve their ability to think and argue, the employee must be given freedom to express opinion, ideas, suggestion related to management training program and/or skills development that specifically influence the employee performance. This research confirm the result of the previous research of Arif, Jan, Marwat, & Ullah, (2009), (Chen, 2008), (Chong, 2007) and (Taylor & Elsey, 2005).

The practice of communication is as an intervention to increase employee involvement which shows (1) the practice of communication within company has significant influence on employee involvement (2) the improvement of communication involvement of the employee can encourage the employee commitment. Satisfaction in communication can encourage work satisfaction and intensive communication involvement with the employee which will show positive result for the company in the future.

The results of work discipline and employee performance shows positive and significant relationship. It means that loyalty and obedience to the regulations can improve the employee performance. This success can be seen from the employee attendance that has been better and the employee is very careful when it comes to workplace regulation. Thus, those can improve the work quality by working in the easiest and safe ways. All of employee is involved in formulating regulation and developing the management ability in managing and implementing the discipline procedure, avoiding conflict and communication barrier so that can improve the employee performance. This result confirm the previous study of (Apalia, 2017) and (Gabriel, Stella, & Daniel, 2015) that found that work discipline influencing the employee performance.

CONCLUSION:

Considering the analysis result, it can be concluded that (1) the research equation model shows that communication and work discipline, both of simultaneously and partially, positively and significantly influenced the employee performance; (2) the determinant coefficient (communication and work discipline) was 75.2% in improving the employee performance. The company was proven that they were able to improve the employee performance.

This result is limited to the fact that it is only consider two factors, i.e. Communication and work discipline, although many other factors of employee performance des not consider to the model. Referring to this research results, there are some proposed recommendation can be considered (1) company should optimize the employee welfare in order to encourage employee to be more responsible to their duty; (2) the management must develop a coordination system on regular basis to overcome obstacles and complaints in performing the duty; (3) the manager needs to communicate regularly to improve the employee performance and the company must realize that bad communication can lead to negative impact to the employee performance and vice versa; (4) the management must ensure that there is good and open communication channel within the company; (5) the company should strictly try to use the provided communication channel in order to be more efficient and to encourage their difference in performance and work quality.

Regarding the discipline issue, the manager must (1) make disciplinary note, employee must understand the objectives and target of the company and always communicate that there is regulation for employee within the company; (2) the manager must try to solve problems related to discipline. Complex discipline issue will hinder

the employee performance, therefore manager must use the manual (made together) of discipline implementation within the company.

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