Organization Communication for Leadership Training Program to Create Sustainability

Bernadette H U Pinariya[1], Janette Maria Pinariya[2], Wulan Yulianti[3]
[123]**LSPR Institute of Communication & Business, Indonesia**
Correspondent: 23072180091@lspr.edu[1]

ABSTRACT: Communication by a leader plays an important role in the process of conveying information, ideas and other things within an organisation. A leader's ability to communicate with employees, stakeholders, and clients in the most effective way is key. How organisational communication is applied in the training programme received by leaders. In the practice, decision-making, miscommunication, and ineffectiveness of activities still have the potential to occur. For this reason, research organization communication flow for leadership training program is needed. So that the company's business can be effective and sustainable. This research using a qualitative approach will deepen and analyse. The informants used as sources in this research are project leaders, expert instructors, organisational communication experts, user/client representatives and business development. The results showed the importance of having organisational communication to make training effective. The communication chosen should be in accordance with the culture of the organisation, and the success of the training also needs to be communicated to the public so that the organisation has good institutional value. Effective communication plays an important role in the success of leadership training programmes that aim to promote sustainability in business organisations.

Keywords: Organizational Communication, Leadership Training Program

INTRODUCTION

Sustainable development is now an applied research field covering a wide range of disciplines. organisation is more influential than training and communication in improving employee

productivity. To achieve this, it is necessary to build an organisational environment that supports the implementation of tasks and involves all employees in training programs designed to improve their work competencies (Syahruddin et al., 2020). Findings from (Mubarok & Darmawan, 2019) that training has a significant impact on communication, but not on performance. The impact on internal communication and employee performance is significant. The impact on performance is reflected by factors such as training, motivation, work ethic, and internal communication. The impact on performance is also significant when training and motivation are combined.

Six common managerial and organisational barriers prevent people from applying what they learn in training, no matter how smart and motivated they are. Organisations are always (1) unsure of their strategic direction and values, which often leads to conflicting priorities; (2) leaders who do not work as a team and do not provide new direction or accept necessary changes in their own behaviour; (3) top-down or laissez-faire leadership styles that prevent honest discussion of issues; (4) lack of coordination across businesses, functions or regions due to poor organisational design; (5) lack of leadership time and attention to talent issues; and (6) employee fear of communicating barriers to organisational effectiveness to the management team (Beer et al., 2016).

In a highly dynamic market environment, organisations need adjustments and adaptability to perform continuously. Constantly changing competitive conditions and ongoing challenges. Changing organisational behaviour in response to external changes, leading to positive organisational change and rapid adaptation to environmental turbulence. Capacity theory and organisational learning provide flexibility in strategic decision-making. The implementation of practices and strategies can act as a standard for the process. Long-term performance improvement is an important aspect of organisational learning and a key aspect of sustainable performance (Iqbal & Ahmad, 2020).

Organisations need to implement ecosystem development consisting of strategies, policies, processes and procedures, organisational structure, human resources, culture, mindset and digital transformation that benefits the organisation. A strong foundation and leadership skills are required to create leaps and bounds in various fields. Digital leadership is needed to create innovation, build collaboration, and play a pivotal role in filtering information into valuable knowledge for our generation. There is continued understanding of the impact of transformational leadership and organisational agility on digital transformation (AlNuaimi et al., 2022).

Communication owned by a leader has an important role as a form of process of conveying information, ideas and other things in an organisation. An effective leader will emerge as a specialised field to address issues related to sustainable development. Transformational leadership and knowledge sharing are significant predictors of organisational learning and sources of sustainable competitive advantage. Organisational learning relies on vision sharing, open communality, and collaborative working practices. According to the study of Iqbal & Ahmad (2020) employee performance is positively and significantly influenced by communication, training, and organisational culture.

Leadership training programmes are critical to developing effective leaders who can drive organisational success and foster a positive work culture. The key components and outcomes of leadership training programmes are designed to enhance leadership skills, drive employee engagement and improve overall organisational performance. In research findings (Jacobsen et al.,

2021) showed that organisations would be different if transformational leadership training, transactional leadership training, or a combination of both could improve leadership behaviours. (M. Widaningsih & Rulandari, 2022) explain the drive to bring about positive change is the source of the leadership spirit. (Sofiana et al., 2022) Good leadership in making decisions, solving problems, and planning for digital progress is preparing for the future.

Communication plays a critical role in the success of leadership training programmes that aim to foster sustainability in business organisations. Communication strategy is an outstanding skill for all professional leaders. It is a key part of a leader's ability to communicate with their employees, stakeholders, and clients in the most effective way and convey their organisation's important messages appropriately. Communication media has an impact on employees. They select and use various communication channels based on their capacity to provide clear information (Nwe, 2023). An organisation's focus on communication satisfaction is critical, as this impacts the behaviour of its members to enable future organisations to develop more effectively (Ismawanti, 2021). Hid's research discussion begins with the conclusion that training and development, job satisfaction, and job performance are critical to improving young employees. These results also provide opportunities for employees to develop and improve their skills necessary for retention (Nguyen & Duong, 2020).

Research from (H. Nguyen et al., (2018)has shown that a communication training intervention can improve carers' routine care interactions with people living with dementia by improving their communication skills and knowledge. These findings are supported by strong evidence that caregivers' negative psycho-physiological states and neuropsychiatric symptoms of people with dementia personality decline reduced during the follow-up period.

Effective communication has a vital role in the success of leadership training programs aimed at fostering sustainability in business organizations. Organizational communication is an exceptional skill for all professional leaders. Communication determines the success of Professional Organizations, by doing good communication, the Organization's goals will be easily achieved because the amount of information provided will make it easier for leaders to make decisions (Saputra, 2021). Therefore this research will deepen and analyse how organisational communication is applied in the training programme received by leaders. In the practice, decision-making, miscommunication, and ineffectiveness of activities still have the potential to occur. For this reason, research organization communication flow for leadership training program is needed.

Leadership Training Program

The presence of leaders is essential to the success of organizations like libraries. It is crucial for librarians to develop leadership abilities to successfully navigate the 21st-century information environment (Simpson et al., 2022). Empowering employees leads to improved performance, as this research substantiates, but cannot be achieved without career development support for employees (Ahmad et al., 2015). The training on employability can help to improve the relationship between employers and employees, particularly in terms of competitive pressure. This also helps to reduce employee retention within the company, which means employees can experience greater employment security and an improved internal climate with potentially positive returns on their work productivity and performance (Martini et al., 2023).

Leaders' influence on transformation is ideal, they communicate their collective goals and values; secondly, leaders express confidence and determination in theirwork; and thirdly, they are charismatic role models. Leaders have a positive vision of the future and inspire their followers to excel in their endeavours. They collaborate to achieve common goals and act as a constant emotional support, providing personal attention and empathy. Sensitivity, and personalised attention to employees' developmental needs. Finally, intellectual stimulation is displayed. Leaders can foster a culture of innovation, originality, and creativity among employees by encouraging them to question conventional wisdom and fostering their intellectual growth (Yue et al., 2019).

Research of (Kummitha & Kummitha, 2021) highlights that Entrepreneurship educators in the UK view'sustainability' as a business issue that requires solutions, and it is believed that strategically using sustainability as an advantage can lead to effective action. In the context of developing countries, it is argued that entrepreneurship trainers improve the internal climate and have a potentially positive impact on employee productivity and performance (Clarke & Higgs, 2014). (Abu-Bakarr et al., 2022) discovered that all five programmes were successful in their respective objectives of strengthening conservation leadership. Professionals are acquiring new skills and expertise to advance their careers. The development of lifelong relationships and networks is a key aspect of their careers.

The findings in their study (Tamsah et al., 2020) indicated that leadership training was crucial to enhance training assessment tools, more extensive training is required. Functional knowledge sharing was less influential compared to it. The impact of training and additional training is significant in enhancing one's capabilities and exchange of knowledge is a mutually beneficial relationship. The use of leadership training and other forms of training as a benchmark for training is crucial in order to achieve desired outcomes. The pursuit of leadership positions, such as advancing to a supervisory role, becoming primarily suited for management, leading the company, serving as an organizational executive, or holding governmental or other military-level position, is determined by the individual's ambitions and can act as one of the guiding principles for selecting or acquiring skills (Leonard & Green, 2019).

Compared to functional training and other skills, knowledge sharing was highly effective. Training can be technical and other. Nevertheless, leadership training and additional training are required. The impact of other training on knowledge sharing was significant, but it did not enhance performance and work-life quality. The three conceptual models demonstrated that the indirect effect of knowledge sharing on performance was more effective than the direct effect (Tamsah et al., 2020). The ability for aspiring and practicing leaders to improve performance and build organizational success. The opportunity to galvanize leader and organizational member focus by maximizing the overall congruence of their perception and leadership abilities is available. While hiring top-tier leaders may not guarantee success, it offers a greater chance for success. Most new hires are novice leaders or those who have been promoted internally (Leonard & Green, 2019).

The social interpersonal interpersonal skills are essential for a leader to possess. Effectively involve others in generating an outcome that addresses a problem. The goal and technical abilities required to achieve any given goal, regardless of its nature, are crucial. The intersection of simplicity and complexity is where LSI takes root. It asserts that skilled leaders are credible, competent, inspiring, visionary, and possess the soft skills of emotional intelligence (EI). Their leaders were appointed.

The fifth, and later most crucial, requirement was included as a prerequisite. According to LSI theory, some individuals are genetically inclined towards leadership (being born leaders), but in reality, leadership is a learned behavior. Learning behavior varies with training and disposition, as it is a learned trait. LSI theory maintains that leader behaviors can be shaped during initial leadership experiences and/or as a leader transitions into upcoming leadership roles (Leonard & Green, 2019). Leadership is a multifaceted activity that involves exerting influence on followers. It is crucial as leaders are typically the ones who initiate the innovation process by proposing new and innovative ideas. Organisational innovation necessitates supportive leadership that fosters learning and open communication and provides individuals with the resources they need to innovate (Alblooshi et al., 2020).

Sustainability Strategy

Sustainable leadership is a hot topic in the realm of sustainable development and leadership. Practitioners and academics view sustainable leadership as an essential component of effective management, particularly when applied to leaders who prioritize their organization's success. A solitary and autonomous structure is essential for sustainable development. The pursuit of continuous improvement is only possible through sustainable leadership, which fosters growth in any organization. The sustainability of a leader is beneficial for an organization's learning. The indirect effects of organizational learning can be partially realized. The connection between sustainable leadership and sustainable performance provides practitioners with empirical evidence to support their work. Enhance sustainable performance by gaining knowledge from the organization. Values can only be reinforced through the adoption of sustainable development strategies (Iqbal & Ahmaeided, 2020).

The motivation and engagement of employees towards sustainable development is influenced by shared values. Sustainable leaders prioritize environmental stewardship, prudence, empowerment, moderation, innovation, and social responsibility. The concept of equality as values can be upheld by leaders who prioritize sustainability and establish a shared set of values. Enhance operational effectiveness through the adoption of a sustainable approach (Iqbal & Ahmaeided, 2020). The regenerative nature of the planet and meet the needs of future generations, industry must develop, use, and dispose of natural resources when resource scarcity is present. The distribution of wealth generated at the micro level is essential for maintaining equilibrium at macrolevels. Businesses are part of larger macrosystems, but managers must manage their investments in a way that ensures both short-term profit and long-lasting revenue streams. Firms that mishandle intertemporal activities may result in bankruptcy or other irregularities (Bansal & DesJardine, 2014).

The paper they wrote was designed to examine the adoption of sustainability strategies in manufacturing firms and assess the potential effects of these practices. We scrutinized the links between managers' personal attributes and their decision-making processes. Their intellectual leadership behaviors are a source of motivation for sustainability. The promotion of sustainability has prompted firms to integrate sustainability strategies into their core business operations. The strategic sustainability efforts of firms are heavily influenced by the leadership and the results indicate an indirect effect of intellectual leadership. The relationship between motivation and sustainability strategy is mediated by partially, which provides an explanation for how executives' strategies are related. Motivation plays a crucial role in the adoption of sustainable practices by manufacturers. This study suggests that motivation and sustainability are interdependent and

related.The consequences of measures taken and objective gauges of economic growth (Eide, Saether, & Aspelund, 2020).

Organization Communication
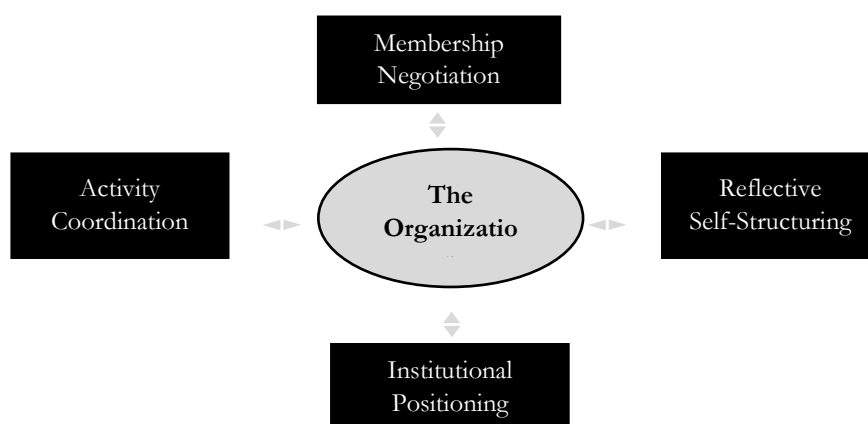
Picture 1. Four organization communication flows by McPhee and Pamela Zaug (Littlejohn et al., 2016).

Strategic orientation is a vital aspect of both companies and the nation, creating fresh market markets, increasing market share, and expanding organizational capacity. A lack of imitations and careful implementation of strategic orientation can help companies avoid strict competition and improve performance. These initiatives are closely tied to broader company objectives, often in response to competition, as well as short- and long-term economic benefits (Alqershi et al., 2022). The transmission of information, including verbal and visual communication, is a fundamental aspect of Communication skills (CS). From speech units and listening strategies to nonverbal communication, including gestures and expressions,The use of eye contact and body language can facilitate the comprehension and processing of information (Mata et al., 2021).

Training and development, as well as internal communication, have a significant impact on employee engagement (Siddiqui & Sahar, 2019). Research on corporate communication has revealed the importance of identifying leadership styles that promote organizational communication and produce positive outcomes within the workplace. These include charismatic leadership, democratic leaders, task and relationship leadership (Jiang & Shen, 2020). Communication is a fundamental aspect of human interaction and it is based on both vocal and visual signals that are used to communicate. Participants should consider their body language, hand gestures, facial expressions and other factors as they engage in conversation. Touch and eye contact are also utilized in this social interaction and convey specific messages between two or more individuals (H. Nguyen et al., 2018).

McPhee and Pamela Zaug identify four communication flows that collectively perform key organizational functions and distinguish organizations from less formal social groups: (1) membership negotiation; (2) reflexive self-structuring; (3) activity coordination; and (4) institutional positioning. Membership negotiation is a way of socializing people with other people and communication events are used to complete the membership negotiation boundaries. *Membership negotiation* is completed through such communication events as induction ceremonies, instruction, and storytelling. Reflective self-structuring is communication that establishes formal

structures, shapes operations, and allocates resources. That occurs through such communication activities as the presentation of organizational charts and vision statements. *Activity coordination* is the negotiation of work roles, the division of labor, and collaboration with others who are in different roles. Activity coordination might involve communication about the key functions you are to perform, formal job descriptions, and interpersonal negotiation among roles. *Institutional positioning* is communication that situated the organization in relation to the larger social order. Institutional positioning includes functions such as public relations, investor relations, and strategic goals vis à vis the outside world (Littlejohn et al., 2016).

METHOD

This study uses a qualitative approach, because it wants to describe details about people, actions, and events in social life (West & Turner, 2010). Then, the type of method used is descriptive. The data collection technique used is in-depth interviews and collecting document data which can be accessed offline and online. (Yin, 2011) explain in qualitative approach was divided into several data collection techniques and two of them are doing interviews. This research has interviewed agencies and consumers who have held leadership training. Consisting of Project leaders, Expert Instructors, Organizational communication experts, user/client representatives and business development. A deep understanding of the researcher's intent is needed in each question in order to achieve a common understanding. Qualitative research involves gathering data in narrative form to gain a better understanding of the phenomenon or process involved. The method of triangulation is commonly used, which involves cross-examining and validating information for accuracy (Susmantoro, 2020).

RESULT AND DISCUSSION

Table 1. Implication four organization communication flows in leadership training program by McPhee and Pamela Zaug (Littlejohn, Foss, & Oetzel, 2017).

The Organization			
Membership Negotiation	Reflective Self-Structuring	Institutional Positioning	Activity
Follow behavioral of the organization	Internal communication channels and campaigns	Communicating to the public	Collaboration with others

Membership negotiation

In socializing leadership training programs internally for an organization, an effective communication strategy is to first conduct a survey of the need for leadership training to target participants.

"*Socialize the training program by distributing teasers regarding the training program that will be held and what is interesting about the leadership training program. The spread of the teaser can be done through existing internal*

communication channels, for example Whats App Group/Blast, email, etc" (Organizational communications expert, 12 July 2023, internal communication).

Another view expressed by the business development communication strategy implemented in the leadership training program is conducting campaigns regarding the importance of continuous internal public training and conducting internal training to show how exciting training methods and styles are.

User/client representatives describe the socialization of communication strategies needs to use a new paradigm or trend with a choice of communication approaches including the system approach, cultural approach and critical approach. The obstacles faced are technical challenges related to the way of communication with the subjects and objects being discussed; this obstacle can be handled by detailing the technical issues so that the explanation can be more detailed to convey. Human constraints these constraints arise due to various human factors such as personal emotions and prejudices, perceptions, skills or incompetence, the ability or inability of a person's sensory organs, and so on; this obstacle can be handled by changing the delivery pattern by paying attention to the situation and condition of the socialization participants/audience; Furthermore, psychological constraints, where the ability to convey organizational goals depends on psychological disorders, this can be handled by paying attention in detail to the psychological condition of the audience/participants so that when the participants will well receive the delivery.

In the membership organization aspect, the socialization that has been carried out to achieve the objectives of the leadership training program is using internal communication channels and campaigns regarding the importance of continuous the leadership training. For communication activities to be practical, the strategy must be by the behavioral needs that can be done and not done for the organization that will receive the training.

Reflective self-structuring

There is a special structure established for training, communicating the importance of leadership in order to achieve the organization's vision.

" *That's right; we formed a special division called the public training division, which plays the role of spreading awareness about the importance of training related to leadership by continuing to display ongoing training sessions, modules/titles of training titles that are very useful and are currently popular among the public through social media*" (Business Development, 18 July 2023, internal communication).

The Project Leader answered that at least there must be a position / particular person who handles training for prospective leaders at a reasonably high level. Communication needs to be conveyed by the head of the HR unit or even the top management level.

"*Establishing a specific structure for training can be adapted to the organization's culture. If the organizational culture adheres to a tiered system in communication, the training participants must be grouped according to position level. For organizations that adhere to a free or open communication structure (for example, frontline employees can directly communicate with the highest superiors), training can be held without forming a unique design*" (Organizational communications expert, 12 July 2023, internal communication).

Reflexive self-structuring occurs through such communication activities as the presentation of organizational charts and vision statement in leadership training by a position / particular person

who handles training for prospective leaders at a reasonably high level. There are special division spreading awareness about the importance of training related to leadership traning.

Institutional positioning

"Leadership is a competency that requires specific skills, knowledge, and abilities. Organizations that have Leadership are organizations that inspire and can create public trust. Communication is an essential skill that must be owned by a leader (including skills in verbal communication, writing, listening, making presentations, asking questions, and other forms of communication" (Organizational communications expert, 12 July 2023, internal communication).

Project leader add ways of communicating to the public to illustrate if your organization has good leadership through by displaying examples of good relational actions between superiors and subordinates and demonstrating their impact on organizational and individual performance. Communication skills through participant-centred strategies, which are fundamental. Personal reflection on communicative action is important for health professionals (Mata et al., 2021).

"*Companies can do good personal branding through social media or the ear-to-ear method, where employees working at the company can spread an excellent corporate organizational culture*" (Business Development, 18 July 2023, internal communication).

Communication that situates the organization in relation to the larger social order, and way of communicating to the public to illustrate if your organization has good leadership by displaying examples by the employee and good personal branding through social media or the ear-to-ear method, where employees working at the company.

Activity Coordination

Organizational communications expert explain coordination and division of labors have been carried out to ensure that each section or department works synchronously or is aligned. Each department gets and carries out different tasks to achieve organizational goals efficiently.

"*There is a division of labor, technical & non-technical, where the technical team is tasked with handling matters related to training materials and coordinating with trainers/facilitators. In comparison, the non-technical squad is tasked with managing cases that support the success and ongoing training (taking care of the backdrop, preparing the venue for the training event, administrative matters*, etc" (business development).

Collaboration with others who are in different roles might involve communication about the key functions you are to perform. There are division of labors department who gets different tasks to achieve organizational goals efficiently. It typically entails methodical thought processes, a great deal of teamwork, and fundamental beliefs about business and its goals (Iqbal & Ahmad, 2020).

CONCLUSION

This research finding that communication activities and strategy must follow by the behavioral of the organization, who will receive the training. The socialization that has been carried out to achieve the objectives of the leadership training program is using internal communication channels and campaigns. Reflexive self-structuring occurs through such communication activities as the

presentation of organizational charts and vision statement in leadership training by a position / particular person who handles training for prospective leaders at a reasonably high level. There are special division spreading awareness about the importance of training and doing collaboration with others who are in different roles might involve communication about the key functions you are to perform. Communicating to the public to illustrate if your organization has good leadership by displaying examples by the employee and good personal branding through social media or the ear-to-ear method, where employees working at the company. For further research, different methods can be used to measure the effect of organizational communication on training effectiveness.

REFERENCE

Abu-Bakarr, I., I. Bakarr, M., Gelman, N., Johnny, J., Kamanda, P. J., Killian, D., Lebbie, A., Murphy, M., Ntongho, A., O'Connor, S., Sam-Mbomah, E., Thulla, P. F. Y., & Wadsworth, R. (2022). Capacity and leadership development for wildlife conservation in sub-Saharan Africa: assessment of a programme linking training and mentorship. *Cambridge University Press*, *56*(5), 744–752.

Ahmad, T., Farrukh, F., & Nazir, S. (2015). Capacity building boost employees performance . *Industrial and Commercial Training*, *47*(2), 61–66.

Alblooshi, M., Shamsuzzaman, M., & Haridy, S. (2020). The relationship between leadership styles and organisational innovation. *European Journal of Innovation Management*, *24*(2).

AlNuaimi, B. K., Singh, S. K., Ren, S., Budhwar, P., & Vorobyev, D. (2022). The nexus between leadership, agility, and digital strategy. *Journal of Business Research*, *145*, 636–648.

Alqershi, N. A., Saufi, R. B. A., Mokhtar, S. S. M., Muhammad, N. M. N., & Yusoff, M. N. H. Bin. (2022). Is strategic orientation always beneficial? A meta-analysis of the relationship between innovation and business sustainability: A dynamic capabilities perspective from Malaysian insurance companies. *Sustainable Futures*, *4*, 1–10.

Bansal, P., & DesJardine, M. R. (2014). Business sustainability: It is about time. *SageJournals*, *12*(1), 70–78.

Beer, M., Finnström, M., & Schrader, D. (2016). Why leadership training fails—and what to do about it. *Harvard Business Review*, *94*(10), 50–57.

Clarke, N., & Higgs, M. (2014). How Strategic Focus Relates to the Delivery of Leadership Training and Development. *Human Resource Management*, *55*(4), 541–565.

Iqbal, Q., & Ahmad, N. H. (2020). Sustainable development: The colors of sustainable leadership in learning organization. *Sustainable Development*, *29*(1), 108–119.

Ismawanti, R. (2021). PENGUATAN MANAJEMEN KOMUNIKASI ORGANISASI DALAM MENGOPTIMALKAN MOTIVASI KINERJA PEGAWAI PT. TELKOM INDONESIA Tbk. DIVREG 3 JAWA BARAT. *LINIMASA: Jurnal Ilmu Komunikasi*, *4*(1), 72–80.

Jacobsen, C. B., Andersen, L. B., Bøllingtoft, A., & Eriksen, T. L. M. (2021). Can Leadership Training Improve Organizational Effectiveness? Evidence from a Randomized Field Experiment on Transformational and Transactional Leadership. *Public Administration Review*, *82*(1), 117–131.

Jiang, H., & Shen, H. (2020). Toward a Relational Theory of Employee Engagement: Understanding Authenticity, Transparency, and Employee Behaviors. *International Journal of Business Communication*, *60*(3), 948–975.

Kummitha, H. R., & Kummitha, R. K. R. (2021). Sustainable entrepreneurship training: A study of motivational factors. *The International Journal of Management Education*, *19*(1).

Leonard, E. E., & Green, W. M. (2019). *Leadership and Leadership Intelligence. 29*(4), 295–315.

Littlejohn, S. W., Foss, K. A., & Oetzel, J. G. (2016). *Theories Of Human Communication.* Waveland Press, Inc.

M. Widaningsih, & Rulandari, N. (2022). The Importance of the Entrepreneur's Soul in the State Civil Apparatus. *Ilomata International Journal of Management*, *3*(4), 558–569. https://doi.org/10.52728/ijjm.v3i4.613

Martini, M., Riva, E., & Marafioti, E. (2023). Sustainable HRM, training for employability and organizational outcomes: the moderating role of competitive intensity. *Employee Relations*, *45*(7), 79–102.

Mata, Á. N. de S., Azevedo, K. P. M. de, Braga, L. P., Medeiros, G. C. B. S. de, Segundo, V. H. de O., Bezerra, I. N. M., Pimenta, I. D. S. F., Nicolás, I. M., & Piuvezam, G. (2021). Training in communication skills for self-efficacy of health professionals: a systematic review. *Human Resources for Health Volume* , *19*(30).

Mubarok, E. S., & Darmawan, J. (2019). The Influence of Training, Motivation, and Work Ethics on the Internal Communication and Their Impact on the Employee Performance. *European Journal of Business and Management*, *11*(24), 86–93.

Nguyen, C., & Duong, A. (2020). The Impact of Training and Development, Job Satisfaction and Job Performance on Young Employee Retention. *International Journal of Future Generation Communication and Networking*, *13*(3), 373–386.

Nguyen, H., Terry, D., Phan, H., Vickers, J., & McInerney, F. (2018). Communication training and its effects on carer and care-receiver outcomes in dementia settings: A systematic review. *Journal of Clinical Nursing*, *28*(7–8), 1050–1069.

Nwe, T. Z. (2023). The impact of organizational communication, leadership styles, and training & development, factors towards employee performance in the engineering service industry in Singapore. *Bangkok University*. http://dspace.bu.ac.th/handle/123456789/5461

Saputra, F. (2021). Leadership, Communication, and Work Motivation in Determining the Success of Professional Organizations. *Journal of Law, Politic and Humanities*, *1*(2), 59–70.

Siddiqui, D. A., & Sahar, N. (2019). The Impact of Training & Development and Communication on Employee Engagement – A Study of Banking Sector. *Business Management and Strategy* , *10*(1), 23–40.

Simpson, C., Silberberg, M., Hibbard, S. T., Lyn, M. J., & Sawin, G. (2022). Perceived Benefits of Training Clinicians in Community Engagement for a Leadership Development Program. *FAMILY MEDICINE*, *54*(2).

Sofiana, M., Seiver Langelo, J., Supriyadi, E., Maulina, A., & Wahyuni, R. (2022). Case Study of Digital-Based Service Innovation for Old Age Insurance (JHT) Claims by BPJS Employment (BPJAMSOSTEK) Pekalongan Branch Office Central Java. *Ilomata International Journal of Management*, *3*(1), 327–342. https://doi.org/10.52728/ijjm.v3i1.302

Susmantoro, T. D. (2020). PENGARUH ORGANIZATIONAL CITIZENSHIP BEHAVIOUR, PERCEIVED ORGANIZATIONAL SUPPORT, DAN MODERASI KUALITAS PELAYANAN REKANAN ERP TERHADAP KINERJA PEMGGUNAAN ERP. *ULTIMA MANAGEMENT : JURNAL ILMU MANAJJEMEN*, *12*(2). https://doi.org/https://doi.org/10.31937/manajemen.v12i2.1861

Syahruddin, S., Hermanto, H., & Wardini, A. K. (2020). The Influence of Communication, Training, and Organizational Culture on Employee Performance. *Jurnal Organisasi Dan Manajemen*, *16*(2), 171–181.

Tamsah, H., Ansar, Gunawan, Yusriadi, & Farida, U. (2020). Training, Knowledge Sharing, and Quality of Work-Life on Civil Servants Performance in Indonesia. *Journal of Ethnic and Cultural Studies*, *7*(3), 163–176. https://www.jstor.org/stable/48710264

West, R., & Turner, L. H. (2010). *Introducing Communication Theory: Analysis and Application* (Fourth Edition). The McGraw-Hill Companies.

Yin, R. K. (2011). *Qualitative Research from Start to Finish*. The Guilford Press. www.guildford.com

Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, *45*(3).