



The Role of Morning Briefing in Improving Motivation and Performance of Technicians at PT Telkom Muara Teweh, Central Kalimantan

Heru Prayogo Mei Nofriansyah Mzer¹

Junaidi²

State Administration Science,
Muhammadiyah University of
Palangkaraya, Palangka Raya,
Central Borneo, Indonesia

email:

heru.prayogoo@gmail.com

Keywords:

Morning Briefings;

Motivation;

Performance;

Internal communication;

Telkom Muara Teweh

Received: August 2024

Accepted: September 2024

Published: September 2024

Abstract

Morning briefing is one of the important internal communication practices in organizations, but not many studies have explored its role in improving technicians' motivation and performance. This study aims to explore the impact of morning briefing on the motivation and performance of technicians at PT Telkom Muara Teweh. The theories used include Harold Lasswell's communication theory, Frederick Herzberg's motivation theory, Edwin Locke's goal setting theory, and REACH's effective communication theory. The research method used is a descriptive qualitative approach with a case study. Data were collected through in-depth interviews, participatory observation, and document analysis, then analyzed using Creswell's triangulation technique. The results showed that structured and systematic morning briefings can improve technicians' understanding of company goals, strengthen intrinsic motivation, and improve performance. Important research variables include communication effectiveness, work motivation, and technician performance. This research adds new insights to the literature on internal communication and work motivation, and shows that morning briefings can be an effective tool in improving productivity in the telecommunications industry.



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INTRODUCTION

Currently, the telecommunications industry in Indonesia has experienced rapid growth. According to data collected by APJII (Association of Indonesian Internet Service Providers), internet penetration in Indonesia reached 78% in 2023, which is the highest record ever (Adi Ahdiat, 2024). With regards to the number of Internet Service Providers (ISPs) recorded by the Directorate of Telecommunications, there are a large number of ISPs operating across Indonesia. According to the Directorate of Telecommunications (2024), there are more than a thousand registered ISPs and this number continues to grow. This growth underscores the importance of telecommunications as a foundation for economic and social development, supporting various other sectors such as business, education, and health. PT Telkom Indonesia, one of the largest telecommunications service providers, is undergoing organizational transformation in this increasingly complex industry to remain competitive and relevant amidst dynamic market changes.

PT Telkom Indonesia is undertaking organizational transformation with the "Five Bold Move" strategy to enhance business value and sustainability (Telkom, 2023). This strategy is also intended to help the company address challenges in the digital era, strengthen market position, and optimize operations. The transformation aims to improve efficiency and technological innovation, as well as enhance service quality and customer satisfaction. The primary reason for this transformation is the need to adapt to rapid technological advancements and evolving consumer demands.

Human resources are crucial in this highly competitive telecommunications industry. Employees are expected to possess high technical skills and the ability to adapt and work efficiently within teams. Therefore, organizations must ensure effective internal communication to motivate employees and enhance their productivity. One initiative in this regard is the morning briefing, which aims to convey important information, provide guidance, and boost morale early in the morning before starting work. With effective communication, companies can create a supportive work environment that ultimately helps achieve organizational goals.

It is likely that organizational transformation will have significant impacts on various aspects of business, both positive and negative. At PT Telkom Muara Teweh, North Barito Regency, Central Kalimantan, there is uncertainty and difficulty in adapting to the new corporate culture. The transition of Indihome to Telkomsel, also known as FMC, is a transformation currently underway (Telkom, 2023b). A decline in motivation and performance among technicians is one noticeable consequence, marked by unmet productivity targets. More reports of unresolved service tickets and longer lead times for new installations indicate this challenge. Based on internal data from January 2024, there was a 5% increase in the number of unresolved customer service disruption tickets, and Technician productivity remains below 100% at 80%, indicating operational management constraints and Technician motivation.

This phenomenon underscores the importance of understanding and addressing how employees are affected by organizational transformation, especially technicians who are at the forefront of operations and closest to customers. This research aims to identify the main issues causing decreased motivation and performance among technicians, impacting the productivity of PT Telkom Muara Teweh, and to find solutions to these issues. A primary focus of this research is to explore how morning briefings can be used as a tool to enhance performance and motivation among technicians at PT Telkom Muara Teweh. Through a systematic, data-driven approach, this research aims to answer the fundamental question: how can morning briefings contribute to improving motivation and performance of technicians? Through in-depth analysis and evidence-based recommendations, this research is expected to make a positive contribution to improving internal communication and enhancing employee productivity during organizational transformation.

LITERATURE REVIEW

1. Definition of Variables

Morning Briefing: Also known as a morning briefing, it is a short meeting held at the beginning of the workday in the morning, lasting 15–20 minutes. The purpose of this meeting is to convey important information, set daily agendas, and enhance internal organizational communication. According to Pace and Faules (in Raka et al., 2022), morning briefing can be defined as a communication or briefing activity in the morning where leaders or managers provide brief explanations to employees to receive directions or specific explanations as needed by the organization or company.

Motivation: Internal and external factors that drive individuals to achieve goals and improve performance. Work motivation is the drive or spirit that can move someone to work with maximum effort and work effectively to achieve organizational or company goals (Nur Adinda et al., 2023).

Performance: The achievement of an individual, also known as actual performance or job performance (Silaen et al., 2021). In other words, the individual's work results in achieving organizational or company goals. Robbins (in Silaen

et al., 2021) states that there are five indicators to measure employee performance: 1) Quality; 2) Quantity; 3) Timeliness; 4) Effectiveness; 5) Commitment.

2. Harold Lasswell's Communication Theory (1948)

Known as the creator of a comprehensive and systematic communication model, Harold Lasswell is highly esteemed. Lasswell's theory states that communication consists of several interconnected components, such as "Who says What in Which Channel to Whom with What Effect?" (Makhrian, 2022). These questions provide the basis for analyzing the communication process in organizational contexts, and the morning briefing at PT Telkom Muara Teweh is one such example. According to Lasswell's theory, communication effectiveness depends on four factors: who delivers the message (Who), the content of the message (What), the medium or channel used to deliver the message (Which Channel), and finally, how the message impacts the receiver. Success indicators from applying this theory can be seen in the level of understanding gained by Technicians about organizational goals after the briefing, their level of engagement and participation in achieving those goals, and changes in their performance as a result of effective briefing. By leveraging Lasswell's theory, this research aims to uncover how the implementation of morning briefings can be enhanced to support motivation and performance of Technicians in the dynamic and competitive telecommunications industry.

3. Internal Organizational Communication Theory

Internal communication theory plays a vital role in facilitating effective and efficient information flow within organizations. Internal communication is a process of conveying messages between members of the organization directly, between leaders and subordinates, and between peers (Ningrum, 2013). In the context of this study, this theory is used to analyze how internal communication practices at PT Telkom Muara Teweh affect Technician motivation and performance. The primary assumption of internal communication theory is that good communication between management and employees can enhance mutual understanding of organizational goals, strengthen inclusive corporate culture, and increase active employee participation in achieving organizational goals. Success indicators from applying this theory include the clarity and timeliness of information conveyed, the level of employee participation in communication forums, and their responsiveness to organizational changes. It is expected that effective implementation of internal communication theory during morning briefings can enhance Technician team coordination, increase individual motivation, and ultimately improve overall performance. This research aims to provide a deeper understanding of how internal communication strategies can be optimized to support strategic company goals and enhance technical performance in the dynamic telecommunications industry.

4. Frederick Herzberg's Motivation Theory (1959)

Frederick Herzberg's motivation theory is known for its approach in identifying motivational factors and hygiene factors in the workplace environment. According to Herzberg (in Prihartanta et al., 2015), motivational factors such as achievement, recognition, and responsibility can enhance intrinsic motivation of employees, while hygiene factors such as company policies, interpersonal relationships, and physical workplace conditions contribute to lower job satisfaction if not fulfilled, although they do not directly affect intrinsic motivation. The primary assumption of this theory is that to achieve high motivation and optimal performance, organizations must consider both factors simultaneously. Success

indicators from applying this theory can be seen in the level of satisfaction and intrinsic motivation of Technicians towards their work, the achievement level of desired work targets, and the long-term retention rate of employees. In the context of morning briefings at PT Telkom Muara Teweh, proper implementation of Herzberg's theory can reinforce Technician motivational factors, improve job satisfaction, and in turn, enhance their performance in meeting the increasingly complex and dynamic job demands in the telecommunications industry.

5. Edwin Locke's Goal Setting Theory (1968)

Edwin Locke's Goal Setting Theory emphasizes the importance of setting clear and specific goals in enhancing individual motivation and performance. According to Locke, there are four mechanisms of motivational goals: 1) Goals direct attention, 2) Goals regulate effort, 3) Goals increase persistence, 4) Goals support strategies and action plans (Prihartanta et al., 2015). Explicitly set goals can provide clear direction and objective evaluation standards for individuals, thereby enhancing commitment to achieving those goals. The primary assumption of this theory is that challenging yet achievable goals can motivate individuals to work harder and more focused in their efforts to achieve them. Success indicators from applying this theory include the Technician's awareness level of company goals discussed during morning briefings, their commitment to achieving set work targets, and the level of achievement of work results aligned with established goals. In the context of PT Telkom Muara Teweh, implementing Locke's theory in morning briefing practices is expected to lead to improved work quality among Technicians, more efficient resource management, and overall performance enhancement in facing the challenges of the dynamic telecommunications industry.

6. Effective Communication Theory - REACH 5 Basic

The Effective Communication Theory - REACH 5 Basic provides a comprehensive framework for enhancing interpersonal communication within organizational contexts. Suranto (in Sani & Rahman, 2022) states that effective communication has five laws/principles: 1) Respect, 2) Empathy, 3) Audible, 4) Clarity, 5) Humble, abbreviated as REACH. The primary assumption of this theory is that the proper use of these principles can improve the quality of communicative interactions between individuals within the organization, thereby strengthening work relationships, improving communication channels, and enhancing overall performance. Success indicators from applying this theory include improved understanding between management and Technicians about crucial workplace issues, increased trust among team members, and efficiency in disseminating vital information through the morning briefing process. By applying the Effective Communication Theory - REACH 5 Basic, this research aims to explore how the implementation of effective communication principles can improve the effectiveness of morning briefings in enhancing Technician motivation and performance at PT Telkom Muara Teweh, as well as strengthening integration and collaboration within the organization.

METHODOLOGY

This research uses a descriptive qualitative approach to explore and deeply understand the role of morning briefings in enhancing motivation and performance of Technicians at PT Telkom Muara Teweh. This approach was chosen because it allows for rich and detailed information about the phenomena studied, and enables researchers to understand

the context and dynamics within the research setting more comprehensively. According to Rachmat Kriyantono (in Junaidi et al., 2019), qualitative research prioritizes depth (quality) of data rather than quantity.

1. Research Design

The research design used is a case study, which involves intensive, detailed, and in-depth scientific research activities about a program, event, activity, or issue at the individual, group, institutional, organizational, or company level. This is done to obtain profound knowledge about the event. The selected event, referred to as a case, is something true and current, not something that has passed (Rahardjo & Si, 2017). In this case, it explores processes, activities, and events and provides an opportunity for in-depth investigation into a phenomenon in real-life contexts (Creswell & Creswell, 2018). PT Telkom Muara Teweh was chosen to explore how morning briefings are implemented and their impact on Technician motivation and performance.

2. Research Subjects

The subjects of this research are Technicians working at PT Telkom Muara Teweh, Team Leaders, and Managers involved in conducting morning briefings. Subject selection was done through purposive sampling, selecting individuals who are deemed to have relevant and in-depth information about the research topic (Salmaa, 2023).

3. Data Collection Techniques

Data collection techniques in this qualitative research (Prof. Dr. H. Mudjia Rahardjo, 2011) include:

- 1) In-Depth Interviews: Interviews conducted with Technicians, Team Leaders, and Managers to gain their views, experiences, and perceptions regarding morning briefings. Interview questions were designed to explore information related to work motivation, Technician performance, and how morning briefings contribute to enhancing both aspects.
- 2) Participant Observation: The researcher directly observes during morning briefings to understand interactions, communication processes, and dynamics. This observation allows the researcher to see the practices and how Technicians respond to the morning briefings.
- 3) Documentation: Data collection from company documents such as productivity reports, briefing notes, and disturbance reports. Documentation helps provide additional context and verify data obtained from interviews and observations.

4. Data Analysis Techniques

Data obtained is analyzed using Creswell's method. This process involves five steps (Creswell & Creswell, 2018):

- 1) Organizing and preparing data for analysis
- 2) Reading or viewing all data
- 3) Coding all data
- 4) Developing Descriptions and Themes
- 5) Presenting Descriptions and Themes

5. Validity using Creswell's Triangulation Technique

To ensure data validity and reliability, this research applies triangulation of methods, where data obtained from interviews, observations, and documentation are compared to ensure consistency and accuracy of findings (Creswell & Creswell, 2018). Additionally, member checking is performed by asking respondents to review interview results to ensure the researcher's interpretations align with their experiences.

RESULTS AND DISCUSSION

This study involves several informants consisting of Technicians, Team Leaders, and Managers at PT Telkom Muara Teweh who participated in interviews. The informant profiles are presented in table form to provide a clear overview of their characteristics and backgrounds. Table 1 shows that the informants consist of 5 Technicians, 2 Team Leaders, and 1 Manager, with ages ranging from 25 to 47 years old. Most Technicians have more than 5 years of work experience at PT Telkom Muara Teweh, and all of them are actively involved in morning briefings.

Table 1. Research Informant Profiles

| No | Informant Code | Position | Years of Service | Age | Education |
|----|----------------|-------------|------------------|-----|----------------------------|
| 1 | T001 | Technician | 16 years | 47 | High School |
| 2 | T002 | Technician | 6 years | 25 | High School |
| 3 | T003 | Technician | 6 years | 27 | Vocational High School |
| 4 | T004 | Technician | 7 years | 30 | Associate Degree (D3) |
| 5 | T005 | Technician | 8 years | 28 | Islamic Senior High School |
| 6 | TL01 | Team Leader | 10 years | 35 | Vocational High School |
| 7 | TL02 | Team Leader | 11 years | 35 | High School |
| 8 | P001 | Manager | 19 years | 39 | Bachelor's Degree (S1) |

1. Interpretation of Results

This study aims to identify the role of morning briefings in enhancing motivation and performance of technicians at PT Telkom Muara Teweh. From in-depth interviews and participatory observations, it was found that morning briefings have a positive influence on increasing technicians' work motivation. This finding is consistent with Frederick Herzberg's motivation theory, which emphasizes the importance of motivational factors such as recognition and achievement in the workplace. For instance, quotes from interviews with Technician T001 and Technician T004 indicate that morning briefings provide them with clear direction, recognition of achievements, and a better understanding of daily operational goals communicated by the leaders.

Furthermore, analysis based on organizational internal communication theory indicates that morning briefings function as an effective platform to strengthen team communication. This was confirmed by Technicians T002, T003, and Technician T005, who stated that morning briefings help them feel more connected to the team and understand work priorities, despite their different field tasks. The primary assumption of Lasswell's theory is also evidenced, where communication effectiveness in morning briefings—including who delivers the message and how it is delivered—plays a crucial role in enhancing technicians' understanding and engagement, making them feel more valued and needed.

From observational data, active participation in morning briefings is directly related to improved technician performance. Performance indicators such as job quality and quantity show a positive increase after the routine

implementation of morning briefings. According to interviews with Team Leaders TL01 and TL02, technicians' performance improved, marked by a 10% increase in productivity compared to before. Similar sentiments were expressed by the leaders from interview results, indicating that the implementation of morning briefings can enhance performance, evidenced by an 8% decrease in fault tickets compared to before. This supports Edwin Locke's goal-setting theory, where clear and specific goals communicated in briefings help technicians focus more and feel motivated to achieve their assigned work targets.

Moreover, the implementation of effective communication principles under REACH (Respect, Empathy, Audible, Clarity, Humble) during morning briefings also proved to enhance the quality of internal communication. Technicians T001, T004, and T005 stated that briefings conducted with respect, empathy, and clarity help create a more conducive and collaborative work environment. This demonstrates that good communication is not only about information delivery but also about building positive relationships and mutual respect among team members.

Figure 1. Depicts the implementation activities of morning briefings at PT Telkom Muara Teweh.



2. Field Research Data and Analysis Methods

Researchers used documentation, participatory observation, and comprehensive interviews to collect data for this study. The data collection process focused on the role of morning briefings in driving technician performance and motivation. Triangulation method, comparing results from various sources of information, was employed to ensure data validity. Interviews with technicians, team leaders, and managers indicated that regular morning briefings provided clear direction and enhanced employee engagement. During morning briefings, participatory observations showed positive interactions and increased participation, as evidenced by reduced absenteeism during the briefing implementation.

The Creswell method was used to analyze data in five main steps: organizing and preparing data for analysis, reading all data, coding, creating descriptions and themes, and then presenting descriptions and themes. Furthermore, data were categorized based on emerging main themes such as work motivation, communication quality, and technician performance. Patterns and relationships relevant to these themes were then analyzed. For instance, one

emerging theme was increased technician motivation following recognition and appreciation. Consistent with Herzberg's motivation theory, interview data indicated that recognizing technicians' efforts made them more motivated. Additionally, the study showed that morning briefings enhanced team communication; these findings support theories of internal organizational communication. Moreover, productivity reports and briefing notes, generated by the company, showed improved technician performance following regular morning briefings.

3. Gap Analysis

In her 2019 study, Occe Luciana found that morning briefings at Polytechnic Engineering Indorama had a positive effect on student learning motivation (Luciana, 2019). Research by Cantika Raka Permata Putri (Raka et al., 2022) demonstrated that morning briefings were effective in enhancing employee engagement at Novotel Bandung Hotel. This statement is also supported by Muhammad Haffizd's research (2023), stating that technology-based methods in morning briefings can improve communication and reduce information errors in the BPJS Ketenagakerjaan Kanwil Sumbagsel workplace. Although numerous studies have been conducted on morning briefings, there are several literature gaps that need attention. This study does not specifically examine the telecommunications industry, especially in areas like Muara Teweh District, or the direct correlation between morning briefings and increased motivation and performance. There is a need for further research in this area. This study aims to fill this gap by providing empirical evidence regarding the role of morning briefings in enhancing technician motivation and performance at PT Telkom Muara Teweh, as well as exploring the internal communication practices at PT Telkom Muara Teweh.

4. Novelty and Research Justification

This research offers a positive contribution to the field of organizational communication and human resource management, particularly in the telecommunications industry context. The uniqueness of this study lies in the in-depth exploration of the role of morning briefings in enhancing technician motivation and performance, an aspect rarely discussed in previous literature. By utilizing a descriptive qualitative approach and integrating Harold Lasswell's communication theory, internal communication theory, Frederick Herzberg's motivation theory, Edwin Locke's goal-setting theory, and the effective communication REACH theory, this research comprehensively explores how morning briefings can function as a strategic communication tool to achieve organizational goals.

The justification for this research is based on the practical need to discover effective strategies for improving employee performance in a highly dynamic industry. The findings of this research not only provide new theoretical insights but also practical solutions that can be implemented by management at PT Telkom Muara Teweh. Thus, this research contributes not only to the development of communication and motivation theories but also provides practical guidance for organizations in designing and implementing more effective morning briefings. This study emphasizes the importance of structured communication focused on enhancing employees' intrinsic motivation, which ultimately can improve overall organizational performance and productivity.

CONCLUSION

This research finds that the morning briefing at PT Telkom Muara Teweh serves as an effective communication tool to disseminate critical information within the organization, set daily agendas, and strengthen internal communication. Through the morning briefing, technicians receive recognition, responsibility, and positive achievements, all of which

contribute to their increased motivation. Data indicates that technicians involved in the morning briefing experience improvements in job quality, quantity, timeliness, effectiveness, and commitment to their tasks. The implementation of Harold Lasswell's communication theory, internal communication theory, Herzberg's motivation theory, Locke's goal-setting theory, and the REACH theory of effective communication in the context of morning briefings has provided a robust conceptual framework to understand and optimize the dynamics of motivation and performance among technicians in this company. Thus, this study not only offers practical insights for PT Telkom Muara Teweh but also adds a new dimension to academic literature in the fields of internal communication and workplace motivation.

LIMITATIONS OF THE STUDY

Despite providing valuable insights into the role of morning briefings in enhancing motivation and performance among technicians at PT Telkom Muara Teweh, there are several limitations that need to be noted:

1. This study employed a descriptive qualitative approach limited to data collection through in-depth interviews, participatory observation, and documentation, which may not encompass the entire spectrum of experiences and perceptions of technicians in the company.
2. The research focused on a single company in Muara Teweh, North Barito Regency, Central Kalimantan, hence the findings may not be generalizable to other contexts or industries.
3. The involvement of research subjects limited to a number of technicians, team leaders, and managers may influence the representativeness of the data obtained.
4. The short duration of the study might not be sufficient to observe long-term changes in the motivation and performance of technicians.

RECOMMENDATIONS

1. It is advisable to involve a broader range of subjects and companies within the telecommunications industry. This step would support the generalization of findings and enhance the validity of the findings in a broader context.
2. It is recommended to adopt a mixed-methods approach in future research. This approach is expected to provide a more comprehensive understanding of the dynamics of internal communication and motivational factors in the telecommunications technician work environment.
3. For PT Telkom Muara Teweh, enhancing the morning briefing program to develop more structured and sustainable communication is recommended to ensure a positive impact on the motivation and performance of technicians.
4. In supporting the implementation of morning briefings, it is recommended that management develops policies that support and ensure the sustainability of the company's internal communication strategies. This will ensure that morning briefings not only become a daily routine but also an effective instrument in achieving overall organizational goals.

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