

Strategic Analysis of the Organization's Vision and Mission in Improving Company Performance and Competitiveness

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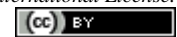
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Abstract

This research aims to analyze the role of organizational vision and mission in improving company performance and competitiveness. Using the literature study method, this research examines various relevant sources to identify how vision and mission can serve as strategic guides in decision-making. The analysis shows that a clear vision and well-defined mission contribute to the creation of a strong organizational culture, increased employee motivation, and the development of effective strategies. In addition, this study found that companies that consistently review and update their vision and mission tend to be more adaptive to market changes and able to maintain a competitive advantage. These findings provide important insights for managers and organizational leaders in formulating result-oriented strategies to improve the overall performance of the company in the era of global competition.

Keywords: Vision Statement, Mission Statement, Strategic Management, Organizational Performance, Competitive Advantage

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1. Introduction

Strategic management is a continuous and dynamic process that involves analysis, development, implementation, and evaluation of strategies aimed at achieving sustained competitive advantage. Rather than simply reacting to market shifts, strategic management emphasizes foresight, enabling organizations to proactively chart their course in volatile environments [1]. To remain viable and competitive, organizations must adopt a strategic mindset, transform inputs into actionable strategies, and construct a solid rationale to support the execution of those strategies. In this regard, strategic planning serves as a crucial tool for leaders in both public and private sectors, facilitating structured thinking and deliberate action [2].

A critical component of strategic planning is the formulation and analysis of an organization's vision and mission. These elements provide essential direction and define measurable objectives, especially in the context of heightened competition and rapid environmental change. The vision articulates the long-term aspirations of the organization, while the mission defines its core purpose and the approach to achieving those aspirations. Far from being ceremonial statements, a well-crafted vision and mission offer strategic guidance that informs decisions, aligns organizational resources, and fosters coherence across all functions [3]. Their absence can lead to strategic drift, confusion among employees, and diminished stakeholder confidence.

The implementation of a clear vision and mission enhances organizational performance by instilling purpose and direction throughout the company.

Employees who understand the organization's objectives and their own role in realizing them tend to exhibit higher motivation, engagement, and productivity. Furthermore, companies with coherent visions and values are more attractive to talent, particularly professionals who seek alignment between personal and organizational goals [4]. In the face of shifting market conditions, technological disruptions, and evolving consumer expectations, it becomes imperative for organizations to regularly reassess the relevance of their vision and mission. Utilizing tools such as SWOT analysis enables companies to identify internal strengths and weaknesses alongside external opportunities and threats, thereby supporting timely strategic adjustments [5].

For maximum effectiveness, the organization's vision and mission must be operationalized across all levels of planning and execution. When strategic objectives are aligned with day-to-day operations, performance metrics become clearer, and organizational efforts remain consistently goal-oriented. Effective internal communication is also essential, ensuring that every team member comprehends and embraces the organization's direction. Establishing open communication channels enhances transparency, strengthens commitment, and reinforces collective accountability for achieving strategic outcomes.

In summary, strategic analysis of the vision and mission is not merely a procedural necessity but a foundational element of long-term organizational success. A well-defined and consistently applied vision and mission can significantly enhance performance and resilience, enabling organizations to navigate uncertainty and excel in competitive markets. This

research aims to underscore the strategic importance of vision and mission statements and explore their role as key drivers of organizational competitiveness and growth.

The concepts of vision and mission in an organization are two fundamental elements that define the goals and direction of the organization. Vision is a depiction of the desired future of the organization, reflecting long-term aspirations and inspiring all members. Mission, on the other hand, explains the reason for the organization's existence and what it does to achieve that vision. In this context, vision serves as a strategic guide, while mission acts as an operational framework [6]. The components of vision and mission include several key elements. For the vision, the main components include core values that form the foundation of the organization's decisions, goals to be achieved, methods for achieving those goals, and general targets to be reached. The mission should include a clear statement about what the organization does, who its customers or markets are, and the values that underlie the organization's operations. By formulating these components correctly, the organization can ensure that all members understand the common objectives [7]. The importance of vision and mission lies in their ability to align the actions of all members of the organization toward the same goal. With a clear vision, members can work more focused and motivated. Additionally, the mission helps identify concrete steps to achieve the vision. Therefore, a solid understanding of this concept is crucial for the success of an organization [8].

The strategy for formulating vision and mission involves several important steps to ensure that the statements are relevant and effective. First, the organization needs to conduct a situational analysis to understand the internal and external environment that influences its operations. This includes a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to identify internal strengths and weaknesses as well as external opportunities and threats. The results of this analysis will form the basis for formulating the vision and mission [7]. Once the analysis is conducted, the next step is to involve various stakeholders in the formulation process. This may include top management, employees, as well as external parties such as customers or business partners. By involving various perspectives, the organization can produce more comprehensive vision and mission statements that reflect collective aspirations. Open discussions can also help enhance the sense of ownership towards the produced vision and mission [9]. It is important to review and update the vision and mission statements periodically. The business environment is constantly changing, so these statements may need to be adjusted to remain relevant to current conditions. This evaluation process should involve all members of the organization to ensure that everyone feels involved in the journey toward achieving the common goal [10].

The relationship between vision and mission and organizational performance is closely tied to the strategic focus provided by these two elements. A clear vision gives direction for all organizational activities, while the mission sets the operational framework for achieving that vision. When employees understand how their work contributes to the achievement of the vision and mission, they tend to be more motivated and productive [11]. Research shows that organizations with strong vision and mission statements tend to have better financial performance compared to those that do not have them or only have formal statements. This is because these statements help in strategic decision-making as well as the efficient allocation of resources. Therefore, organizational performance can be improved through better management guided by the vision and mission [12]. Additionally, this relationship is also reflected in organizational culture. A strong vision and mission can shape a positive work culture where innovation is valued and collaboration is encouraged. When all members feel connected to the common goal, they are more likely to contribute actively to achieving the organization's targets. Therefore, the integration of vision, mission, and daily managerial practices is crucial for enhancing overall performance [13].

Vision and mission play a crucial role in enhancing a company's competitiveness in today's global market. By having a clear long-term vision, companies can identify opportunities for innovation and differentiation of their products or services from competitors. This allows companies to adjust their business strategies to remain relevant with changing market trends and customer needs [14]. A company's mission also functions as a communication tool to stakeholders about the company's core values and its commitment to product or service quality. By effectively conveying the mission to customers and business partners, the company can build trust and customer loyalty. This trust becomes an important factor in maintaining market share in the face of intense competition [14]. Vision and mission contribute to human resource development in the company. When employees understand the company's strategic goals through a clear vision and mission, they are more motivated to innovate and contribute to achieving those goals. This not only increases individual productivity but also creates a more cohesive team in facing competitive challenges within their respective industries [11].

2. Research Method

This research uses a qualitative approach with a literature review method to analyze organizational vision and mission strategies in enhancing organizational performance and competitiveness. The focus is on how the formulation of vision and mission affects organizational performance and competitiveness in the market. This method allows for an in-depth exploration through document analysis to map out the components of vision and mission using relevant frameworks. The findings suggest that a clear

vision can improve employee motivation and strategic decision-making, while a well-defined mission strengthens organizational identity and competitiveness. This study is expected to provide a significant contribution to the understanding of the importance of vision and mission strategies in supporting organizational performance and competitiveness. The research is designed as a descriptive qualitative study using the literature review method, chosen for its suitability in analyzing and describing in detail the strategies of vision and mission in organizations, as well as their impact on organizational performance and competitiveness. The descriptive approach aims to provide a detailed picture of the concept and components of organizational vision and mission, effective strategies for formulating them, the relationship between vision and mission with organizational performance, and the role of vision and mission in enhancing corporate competitiveness.

Data for this study is obtained entirely from secondary sources, including national and international journals published within the last five years (2020-2025), textbooks on strategic management and organizational planning, research reports and case studies on the implementation of vision and mission in various companies, and policy documents and guidelines related to organizational strategy formulation. These sources were selected for their comprehensive analysis of the strategic role of vision and mission in modern organizations. The data collection technique used is systematic literature review, involving several steps: identifying sources through international journal databases such as Google Scholar, JSTOR, Scopus, and Web of Science using search keywords like “strategic vision, mission statement, organizational performance, and competitive advantage;” selecting articles based on relevance to the topic, publication in peer-reviewed journals, and their timeliness (published between 2020 and 2025, in English or Indonesian); and analyzing the content to identify key themes, methodologies, findings, and practical implications related to the formulation and implementation of organizational vision and mission.

The data are analyzed using thematic analysis, which involves coding key concepts emerging in the literature, categorizing similar codes into broader groups, identifying relationships between categories to pinpoint main themes, and synthesizing findings from various sources to create a coherent narrative about the strategic role of vision and mission in organizations. Expected themes include the characteristics of effective vision and mission statements, the process of formulating vision and mission with stakeholder involvement, mechanisms for implementing vision and mission in organizational operations, the impact of vision and mission on financial and non-financial performance, and strategies for aligning vision and mission with changing business environments. To ensure validity and reliability, the research employs several strategies, including source triangulation, thematic consistency, relevance of time, and peer

debriefing. These strategies ensure consistency and validity across data sources and themes, with a focus on combining findings from various contexts. Ethical considerations include academic integrity, objectivity, transparency, and balancing perspectives, ensuring that the research is conducted with rigor and impartiality. By using this research method, the study aims to provide a comprehensive and in-depth understanding of the strategic role of vision and mission in improving organizational performance and competitiveness, contributing significantly to the literature on strategic management.

3. Results and Discussion

Vision and mission are key components in an organization's strategic planning. The vision represents the ideal condition the organization aims to achieve in the future, while the mission explains the organization's purpose and reason for existence. Both serve as guidelines for achieving long-term goals. To enhance competitiveness, every business organization must leverage its internal strengths. These internal strengths are critical in determining success in facing competition with rivals. One of the main strengths that a business organization must possess is a clear vision and mission statement, supported by both short- and long-term strategic plans to achieve the organization's goals. Vision and mission play a crucial role in the sustainability of a business organization. Unfortunately, many companies still fail to recognize the importance of these elements. Misalignment between an organization's goals and its mission statement can lead to failure in business execution. Therefore, it is essential for every business organization to formulate clear strategic objectives as concrete steps to achieve the set goals.

These strategic objectives will become tools for the organization to effectively realize its vision and mission [15]. Furthermore, involving all members in the process of setting the vision, mission, and strategic objectives is critical in creating a sense of ownership and commitment to the organization's goals. When each individual feels that they play a part in achieving the shared vision, their motivation and productivity tend to increase. Therefore, organizations need to foster an open and collaborative communication culture where every voice is heard and valued. In this way, the vision and mission become more than just slogans on the wall but truly become an integral part of the daily work culture that drives innovation and high performance.

The formulation of vision and mission should involve all stakeholders through focused group discussions (Focus Group Discussion) to gather relevant input from the management team. This process allows the company to integrate innovation, technology, and sustainability into strategic planning by designing a vision that reflects these three elements as the main foundation. The organization should then develop a vision and mission statement that emphasizes the importance of these aspects, so that all members

understand the strategic direction and values upheld. This vision must be supported by specific, measurable, and realistic strategic goals, which include innovation initiatives, the adoption of new technologies, and sustainable practices, to achieve sustainable growth and create a positive impact on the environment and society.

The company can integrate innovation, technology, and sustainability into its strategic planning by developing a comprehensive vision that includes these three elements as its pillars. The first step is to formulate a vision and mission that highlight the importance of innovation, technology, and sustainability. This will provide the entire organization with a clear guide on the direction to take and the values to uphold. This vision must be supported by specific, measurable, and realistic strategic objectives, including innovation initiatives, the implementation of new technologies, and a commitment to sustainable practices [16].

The process of formulating the vision and mission, involving all stakeholders, is essential to ensure that every voice is heard and considered. By involving various parties such as employees, management, customers, and even business partners, the organization can gain a broader perspective on the goals and values to be achieved. This involvement not only increases the sense of ownership among organizational members but also strengthens their commitment to the agreed-upon vision and mission. After gathering input from focused group discussions, the next step is to formulate relevant and inspiring vision and mission statements. This process must take into account the organization's long-term aspirations as well as the needs and expectations of stakeholders. Therefore, the formulated vision should not only reflect strategic goals but also motivate all members of the organization to work toward achieving them. Clear and compelling communication of the vision and mission will help create a positive organizational culture that is focused on achieving shared goals.

After formulating the vision and mission, it is crucial to disseminate this information to all members of the organization. By doing so, each individual will understand the direction to be achieved, allowing them to work together synergistically to achieve common goals. Effective communication plays a significant role in creating a more transparent and participatory process, enabling all involved parties to feel they have a role in the process, which ultimately increases the success of policy implementation. Several important elements of communication need to be understood, including the sender and recipient of the message, the message content itself, the media or communication channel used, and the context or situation in which the communication takes place [17]. The sender of the message is the individual or entity trying to convey information to another party, while the recipient is the individual or entity who receives and understands the information. The message itself is the information the sender wants to convey to the recipient. On the other

hand, the media or communication channel refers to the method or tool used to send the message. Furthermore, the way the message is delivered and received is heavily influenced by the context or conditions of the communication [18].

Communication plays a vital role in the context of business and organizations. With effective communication, cooperation between individuals and teams can be improved, organizational goals and direction can be clarified, and information and messages can be delivered clearly and promptly. To enhance the quality of communication in business and organizational settings, it is crucial to understand the basic principles of effective communication. These principles include delivering a clear message, active listening, paying attention to facial expressions and body language, and recognizing cultural differences during the communication process. In addition, technology plays a crucial role in facilitating communication in the business and organizational world. Through various communication tools such as social media, phones, emails, and video conferencing, individuals and teams can interact effectively even when located in different places. However, it is important to understand how to communicate digitally correctly to ensure that the use of technology in communication is effective and efficient.

A clear vision and mission statement can enhance motivation and performance among organizational members. With strong guidelines, individuals become more focused in carrying out their tasks and responsibilities. Performance reflects how well an individual succeeds in performing their work, known as job performance. This performance is the actual behavior exhibited by each employee or staff member as evidence of their achievements in alignment with their role in the company. To adopt the appropriate approach for the company, individuals need to focus on the vision and mission. Achieving the vision and mission indicates fairness and prosperity for all members or individuals. To achieve these visions and missions, both long-term and short-term goals must be established. All of these expectations will be met through the right strategies and full participation from the management function [11].

Each individual and institution needs to set clear, understandable, and actionable vision and mission statements as guidelines for their business operations. A focused vision and mission help create a unified mindset among organizational members, so that the company's goals can be optimally achieved. Performance, which is the tangible achievement of an individual's work, reflects job performance in line with their role in the organization. To support these achievements, individuals must focus on a vision and mission that drive progress both personally and collectively. A clear vision becomes a driver of fairness and prosperity for all members of the organization. To realize the vision and mission, core beliefs and core values are required to maintain relationships and

support goal achievement. Additionally, the vision and mission must be supported by both short- and long-term objectives that are strategically designed. This entire process requires the right strategy and active participation in applying organizational functions comprehensively to achieve the best results [11].

When formulating vision and mission, it is essential to consider external factors that may affect the organization. A SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) can help identify challenges and opportunities in the market. The external environment includes everything outside the organization that may impact it. Therefore, managers need to understand this environment well to function and compete effectively. Assessing the external environment is necessary to identify potential opportunities and risks the company may face. Overall, the external environment can be defined as factors outside the company that may influence operations and present opportunities or threats to the organization [19]. External factors affecting the organization include various elements outside the organization's boundaries that can impact its performance. Economic factors, such as inflation, interest rates, and economic growth, can affect consumer purchasing power and operational costs, requiring organizations to adjust strategies to survive and grow.

Sociological factors, including demographics, culture, and societal behaviors, also have a significant impact, as changes in social trends can affect consumer preferences and how organizations interact with the market. Additionally, political or professional factors, such as government policies and regulations, can have a significant impact on organizational operations, creating new challenges or opportunities through changes in laws or public policies. Technological factors also play an essential role as technological advancements can change the way organizations operate and communicate, improving efficiency while creating new opportunities through product and market innovations. Understanding these four factors is critical for managers to make sound strategic decisions and adjust to the dynamics of the external environment [20]. Furthermore, in-depth analysis of these external factors allows organizations to anticipate changes and respond more effectively to market dynamics. By understanding economic conditions, social trends, political policies, and technological advancements, managers can identify opportunities to leverage and risks to minimize. This not only helps in formulating relevant vision and mission statements but also ensures that the strategies taken align with the realities outside the organization. Thus, organizations can be better prepared to face challenges and seize opportunities, improving the likelihood of long-term success.

Organizations with clear vision and mission statements tend to show better competitiveness. They can adjust their strategies to meet market needs and adapt to changes in the business environment, allowing them to survive and grow in competition. Rapid advancements

in information technology and globalization have had a significant impact on the global economy, where countries worldwide compete to enhance their economic competitiveness. In this context, innovation is a key factor that helps countries strengthen their economic competitiveness. International research shows that countries with high levels of innovation have a stronger economic competitiveness, as they can produce more advanced and innovative products and services, improve productivity, and create new job opportunities [21]. A clear vision and mission not only provide direction for the organization but also create a strong identity in the market. When all organizational members understand and are committed to these vision and mission statements, they are more motivated to collaborate in achieving common goals. This creates positive synergy, increases productivity, and drives innovation.

Organizations that can innovate quickly and remain relevant to market needs will be better positioned to attract consumers, thus strengthening their position in the competitive market. Moreover, good competitiveness also depends on the organization's ability to adapt to changes in the market. In the era of globalization and rapid technological advancements, changes can occur quickly and often unpredictably. Organizations with clear vision and mission statements can more easily adjust their strategies to face new challenges, such as shifts in consumer preferences or the emergence of new competitors. With a proactive approach to change, organizations can seize new opportunities and maintain their competitive advantage, ensuring sustainability and long-term growth in a dynamic business environment.

4. Conclusion

Vision and mission are the main foundation in an organization's strategic planning, determining its long-term direction and purpose of existence. The formulation of a clear vision and mission heavily depends on the involvement of all stakeholders and must reflect core values such as innovation, technology, and sustainability. Effective communication plays a crucial role in disseminating the vision and mission to all members of the organization, ensuring alignment in actions and shared goals. A clear vision and mission statement can boost individual motivation and performance by providing concrete guidance for task execution and strengthening the organization's identity and culture. Additionally, an analysis of the external environment is essential in formulating the vision and mission, allowing the organization to adjust to market dynamics and external factors such as economic, social, political, and technological elements. Organizations that can properly formulate and implement their vision and mission will have better competitiveness because they are more adaptive to changes and more innovative in addressing market challenges. Therefore, vision and mission are not just mere slogans but strategic tools

that play a crucial role in an organization's long-term success.

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