

**Djatkiko Noviantoro**<sup>1</sup>*Tridinanti University, Palembang, Indonesia***Silvia Marisa**<sup>2</sup>*Tridinanti University, Palembang, Indonesia***Sari Sakarina**<sup>3</sup>*Tridinanti University, Palembang, Indonesia*

## The Influence of Communication, Work Motivation and Work Environment on Employee Performance with Work Discipline as a Mediating Variable

**Abstract.** An organization's ability to achieve its goals depends largely on the performance of its employees, so focused and productive employees are a valuable asset for success in a highly competitive environment. This study examines the influence of communication, work motivation, and environment on employee performance, with work discipline as a mediating variable. The sample of this study is all employees of the Planning and Finance Section of the Regional Secretariat of Prabumulih City (South Sumatra, Indonesia), totaling 47 people. Data analysis was performed using the Partial Least Square (PLS) method in three stages: a. Outer model analysis; b. Inner model analysis; c. Hypothesis test. The results of this study indicate that the factors chosen by the authors, namely communication, work motivation, work environment, and work discipline, affect employees' performance. In addition, communication through work discipline can improve employee performance, as seen in employees who improve task coordination, try to solve problems together, share information, and build relationships through joint activities. Work motivation through work discipline can improve employee performance, as seen in employees who get bonuses for good work results. The work environment through work discipline can improve employee performance if the building where employees work meets safety standards and employees maintain good relations with co-workers. Hence, an organization should pay attention to each factor to increase employee productivity. An organization's policy on human resource management should be comprehensive – it should include an analysis of the factors discussed in this study and many other factors.

**Keywords:** communication, work motivation, work environment, employee performance, work discipline.

### Suggested Citation

Noviantoro, D., Marisa, S., Sakarina, S. (2022). The Influence of Communication, Work Motivation and Work Environment on Employee Performance with Work Discipline as a Mediating Variable. *Oblik i finansi*, 4(98), 80-88. [https://doi.org/10.33146/2307-9878-2022-4\(98\)-80-88](https://doi.org/10.33146/2307-9878-2022-4(98)-80-88)

---

<sup>1</sup> **Djatkiko Noviantoro**, Tridinanti University, Palembang, Indonesia.

E-mail: [djatkiko@univ-tridinanti.ac.id](mailto:djatkiko@univ-tridinanti.ac.id) (*Corresponding author*)

**ORCID 0000-0001-8723-0105**

<sup>2</sup> **Silvia Marisa**, Tridinanti University, Palembang, Indonesia.

**ORCID 0000-0002-6525-0663**

<sup>3</sup> **Sari Sakarina**, Tridinanti University, Palembang, Indonesia.

**ORCID 0000-0002-7372-0741**

## Вплив комунікації, мотивації та робочого середовища на продуктивність працівників із трудовою дисципліною як посередницькою змінною

**Анотація.** Здатність організації досягати своїх цілей значною мірою залежить від ефективності роботи співробітників, тому цілеспрямовані та продуктивні співробітники є цінним активом для досягнення успіху. У цьому дослідженні вивчається вплив комунікації, мотивації до праці та робочого середовища на ефективність роботи співробітників із застосуванням трудової дисципліни як посередницької змінної. Вибіркою цього дослідження є всі співробітники відділу планування та фінансів регіонального секретаріату міста Прабумуліх (Південна Суматра, Індонезія), загальною кількістю 47 осіб. Аналіз даних проводився методом часткових найменших квадратів (PLS) у три етапи: а) аналіз зовнішньої моделі; б) аналіз внутрішньої моделі; в) перевірка гіпотези. Результати цього дослідження свідчать про те, що фактори, обрані авторами, а саме комунікація, мотивація до праці, робоче середовище та трудова дисципліна, впливають на продуктивність працівників. Крім того, комунікація через робочу дисципліну може покращити продуктивність співробітників, як це видно у співробітників, які покращують координацію завдань, намагаються разом вирішувати проблеми, обмінюватися інформацією та будувати стосунки через спільну діяльність. Мотивація до праці через трудову дисципліну може покращити ефективність роботи співробітників, як це видно на прикладі працівників, які отримують бонуси за добрі результати роботи. Робоче середовище завдяки трудовій дисципліні може покращити продуктивність працівників, якщо офіс, де працюють працівники, є комфортним та відповідає стандартам безпеки, а працівники підтримують хороші стосунки з колегами. Отже, організація повинна приділяти належну увагу кожному з цих факторів, щоб підвищити продуктивність своїх співробітників. Політика організації щодо управління людськими ресурсами має бути комплексною, тобто повинна включати аналіз факторів, які обговорюються в цьому дослідженні, та багатьох інших факторів.

**Ключові слова:** комунікація, мотивація до праці, робоче середовище, продуктивність співробітника, трудова дисципліна.

### INTRODUCTION

Human resources, that is, employees, play an important role in private and government organizations. Improving the quality of employees is essential to achieving the organization's goals because the quality of human resources significantly impacts employee performance.

Employee performance can be seen from employees' success in completing assigned tasks and responsibilities. According to Bangun (2018), employee performance is the most critical thing in an organization because the better the employee performance, the easier it will be to achieve organizational goals.

Many different factors affect employee performance. This study examines the influence of work discipline, communication, motivation, and environment on employee performance in the Planning and Finance Section of the Regional Secretariat of Prabumulih City.

### LITERATUR REVIEW

#### Employee Performance

According to Afandi (2018), employee performance is work in that a person or group within a company can achieve organizational goals according to their respective

authorities and responsibilities. Kasmir (2017) suggests that several factors affect employee performance: skills, knowledge, work design, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, communication, and work discipline.

Several indicators can be used to measure employee performance. According to Robbins & Marry (2018), performance indicators are tools for measuring the extent to which employee performance is achieved, such as quality of work, a quantity of work, timeliness, effectiveness, and independence.

#### Work Discipline

Human resources play an important role in achieving organizational goals, so the ability to manage human resources is needed. According to Sutrisno (2019), discipline is an attitude of a person's willingness to obey and comply with the regulatory norms that apply around him. Hasibuan (2017) says, "Discipline is the most important operative function of Human Resource Management because the better the employee discipline, the higher the work performance that can be achieved." Many indicators affect the level of employee discipline.

According to Hasibuan (2017), the dimensions and indicators of work discipline consist of goals and abilities, exemplary leadership, remuneration, fairness, inherent supervision, punitive sanctions, firmness, and human relations.

**Communication**

Good communication is the key to maintaining a working relationship. According to Sinambela (2018), communication is a process of forming, delivering, receiving, and processing messages within a person or between two or more with a specific purpose. Good communication is open communication between employees, including from superiors to subordinates. Hardjana (2018) states that with communication, employees can establish good relations with co-workers, build cooperation, deliver tasks to align with goals, and overcome differences of opinion, tension, and conflict.

**Motivation**

Work motivation is a series of internal and external forces that cause workers to choose a way of action and lead to certain behaviors (Irwandy, 2017). The company needs work motivation to encourage employees to have the same passion, dedication, and orientation as the company. Motivation represents the relationship between needs, drives, and goals (Zainal et al., 2018). Motivation encourages employees' work passion so that they want to work hard by giving all their abilities and skills to realize organizational goals.

**Work Environment**

A good working environment will positively impact employees in improving work performance. This is one way to be taken so that employees can carry out their duties without experiencing interference because the work environment dramatically affects employee

performance. According to Afandi (2018), the work environment is everything around employees and can affect theirs in carrying out the assigned tasks. According to Sedarmayanti (2018), the dimensions and indicators of the work environment are as follows lighting, air temperature, noise, use of color, space required, work safety, and employee relations.

**RESEARCH METHODOLOGY**

**Research Hypothesis**

In order to investigate the factors influencing employees' performance, the authors formed the following hypothesis (Figure 1).

- H<sub>1</sub> It is suspected that there is an influence of communication on work discipline.
- H<sub>2</sub> It is suspected that there is an influence of work motivation on work discipline.
- H<sub>3</sub> It is suspected that there is an influence of the work environment on work discipline.
- H<sub>4</sub> It is suspected that there is an influence of communication on employee performance.
- H<sub>5</sub> It is suspected that there is an influence of work motivation on employee performance.
- H<sub>6</sub> It is suspected that there is an influence of the work environment on employee performance.
- H<sub>7</sub> It is suspected that there is an effect of work discipline on employee performance.
- H<sub>8</sub> It is suspected that communication's indirect effect on employee performance is mediated by work discipline.
- H<sub>9</sub> It is suspected that work motivation's indirect influence on employee performance is mediated by work discipline.
- H<sub>10</sub> It is suspected that the work environment's indirect influence on employee performance is mediated by work discipline.

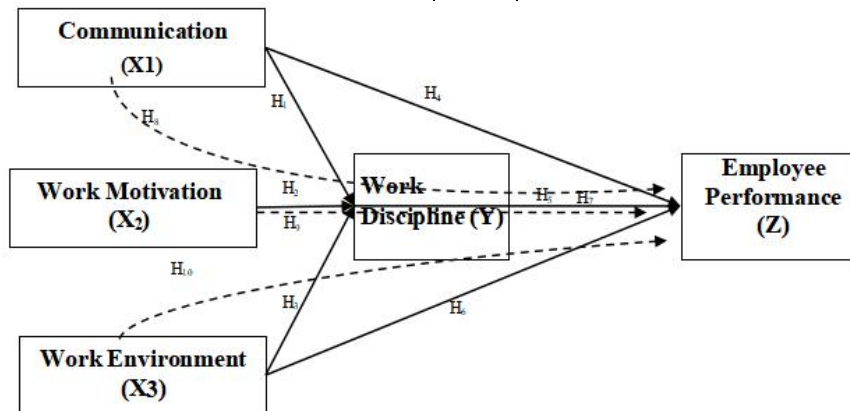


Figure 1. Research Conceptual Framework

**Research Sample**

The total population of this study is all employees of the Planning and Finance Section of the Regional Secretariat of Prabumulih City, totaling 47 people. The sampling technique in this study used the Saturated Sample technique, i.e., the overall sampling was carried out from the total population, so the sample in this study was 47 people.

**Data Analysis**

Data analysis was performed using the Partial Least Square (PLS) method. PLS is a method of solving Structural Equation Modeling (SEM). According to Naftali (2019), the analysis of PLS is carried out in three stages:

- a. Outer model analysis;
- b. Inner model analysis;
- c. Hypothesis test.

Direct influence is the effect of one independent variable on the dependent variable, without going through other dependent variables. The direct effect of the results from X on Y1 on Y2 or more simply can be presented as follows:

Direct Effect  
 $X \rightarrow Y: \rho_{yx}$   
 $Y1 \rightarrow Y2: \rho_{y1y2}$

Indirect influence is when the independent variable influences the dependent variable through another variable called the intervening variable. The indirect effect of X on Y2 through Y1, or more simply, can be presented as follows:

Indirect Effect  
 $X \rightarrow Y2 \rightarrow Y1: (\rho_{yx}) * (\rho_{y1y2})$

The total effect is the sum of the direct and indirect effects. The explanation above shows that the direct influence results are obtained from the path analysis of the beta value. In contrast, the results of the indirect effect are obtained by multiplying the coefficient (beta value), which passes the intermediate (connecting) variable with the direct variable.

**RESULTS AND DISCUSSION**

**a. Outer Model Analysis**

*Convergent validity*

The results of the convergent validity output are presented in Table 1. All variables have an Average Variance Extracted (AVE) value above 0.5, which means there is no convergent validity problem.

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Communication	0,731
Work Motivation	0,790
Work Environment	0,811
Work Discipline	0,822
Employee Performance	0,814

Source: processed data (2022).

*Discriminant Validity*

The results of discriminant validity testing are presented in Table 2. It can be seen that the square root value of AVE (0.855; 0.889; 0.900; 0.906, and 0.902) is greater than the correlation of each construct or AVE value.

Table 2. Square Root AVE

Variable	AVE	$\sqrt{AVE}$
Communication	0,731	0,855
Work Motivation	0,790	0,889
Work Environment	0,811	0,900
Work Discipline	0,822	0,906
Employee Performance	0,814	0,902

Source: processed data (2022).

*Unidimensionality*

In Table 3 are the results of tests on 47 research respondents to determine the reliability and consistency of research instruments as presented in the question items on the research questionnaire. Based on the results of Cronbach's alpha test output, it is known that the average Cronbach's alpha value for all variables in this study is 0.7. It is very reliable because the communication value is 0.966, work motivation is 0.978, work environment is 0.980, work discipline is 0.969, and performance is 0.982. Thus, this study's instruments (questionnaires) were declared "reliable."

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Communication	0,966	0,970
Work Motivation	0,978	0,980
Work Environment	0,980	0,982
Work Discipline	0,969	0,974
Employee Performance	0,982	0,984

Source: processed data (2022).

**b. Inner Model Analysis***R Square (R<sup>2</sup>)*

To find out how much influence the exogenous variables have on the endogenous variables, you can see the table of R-Square values (Table 4).

Table 4. **R-Square (R<sup>2</sup>) Result**

Variable	R Square
Work Discipline	0,682
Employee Performance	0,721

Source: processed data (2022).

It can be seen that the value of r<sup>2</sup> for the latent variable of work discipline as a mediating variable is 0.682. This value identifies that variations in employee work discipline can be explained by exogenous latent variables (communication, work motivation, and work environment) of 68.2%, while other variables explain the remaining 31.8%. From these results, we can see that the value of adjusted r<sup>2</sup> is relatively large because only 31.8% of factors outside the model can influence work discipline.

The R<sup>2</sup> value for the latent variable performance is 0.721. This value identifies that exogenous variables of 72.1% can explain variation in performance while the remaining 27.9% is explained by variables not included in the study. This is still acceptable because many other factors affect performance, such as leadership style, incentives, organizational culture, etc.

**c. Hypothesis Testing**

The results of the hypothesis test are presented in Table 5.

Table 5. **Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Communication → Work Discipline	0,285	0,281	0,124	2,299	0,022
Work Motivation → Work Discipline	0,458	0,477	0,132	3,474	0,001
Work Environment → Work Discipline	0,818	0,796	0,210	3,897	0,000
Communication → Employee Performance	0,241	0,245	0,122	2,831	0,000
Work Motivation → Employee Performance	0,152	0,054	0,023	2,274	0,023
Work Environment → Employee Performance	0,847	0,843	0,041	2,554	0,000
Work Discipline → Employee Performance	0,166	0,168	0,029	5,757	0,000

Source: processed data (2022).

Thus, communication (X1) affects work discipline (Y), which can be seen from the T-Statistics value of 2.299 ≥ 1.96; work motivation (X2) affects work discipline (Y), which can be seen from the T-Statistics value of 3.474 ≥ 1.96; work environment (X3) affects employee performance (Z), which can be seen from the value of the T-Statistics value of 3.897 ≥ 1.96; communication (X1) affects employee performance (Z), which can be seen from the T-Statistics value of 2.831 ≥ 1.96; work motivation (X2) affects employee performance (Z), which can be seen from the T-Statistics value of 2.274 ≥ 1.96; work environment (X3) affects employee performance (Z), which can be seen from the T-Statistics value of 2.554 ≥ 1.96; work discipline (Y) affects employee performance (Z), which can be seen from the T-Statistics value of 5.757 ≥ 1.96.

The variable with the greatest influence on work discipline is the work environment variable, indicated by the original sample value of 0.818, greater than the original sample value of other variables. The variable that has the greatest influence on performance is the work environment variable, indicated by the value original sample of 0.847. The output results are presented in Figure 2.

The path analysis model above can be written with the following mathematical equation:

1) Equation of the first sub-structural path:

$$Y = 0.285X_1 + 0.458X_2 + 0.818X_3 + \varepsilon_1$$

2) Equation of the second sub-structure path:

$$Z = 0.241X_1 + 0.152X_2 + 0.847X_3 + 0.166Y + \varepsilon_2$$

Where:

X1 = Communication

X2 = Work Motivation

X3 = Work Environment

Y = Work Discipline

Z = Employee Performance

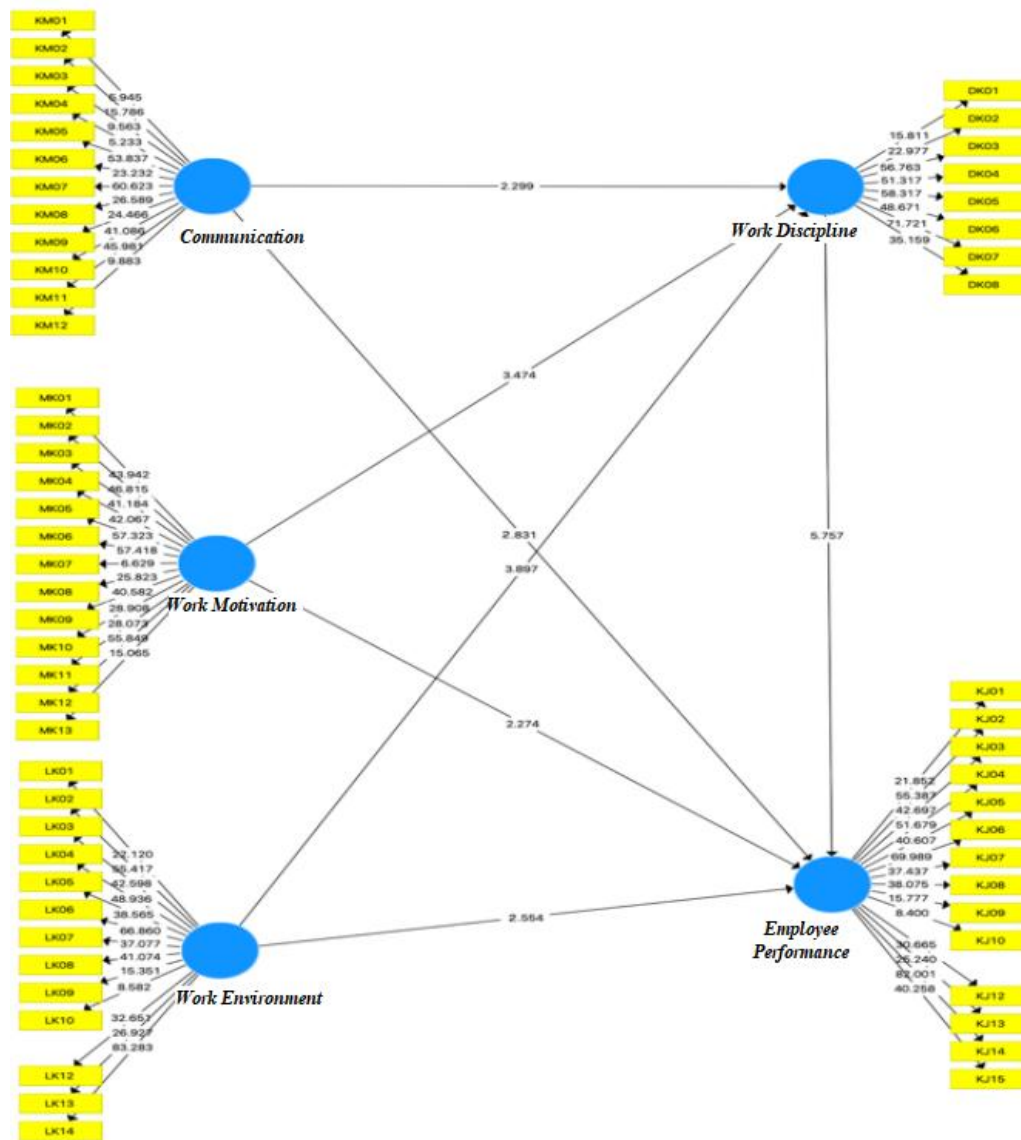


Figure 2. t-Statistics Test Results

In this study there are 3 indirect effects as shown in the table 6.

Table 6. Indirect Effect Data

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Value
Communication → Work Discipline → Employee Performance	0,147	0,047	0,023	2,089	0,037
Work Motivation → Work Discipline → Employee Performance	0,176	0,079	0,024	3,113	0,002
Work Environment → Work Discipline → Employee Performance	0,136	0,134	0,045	3,023	0,003

Source: processed data (2022).

Communication indirectly affects work discipline as a mediating variable, as evidenced by the T-Statistics value of  $2.089 \geq 1.96$ . The indirect effect of work discipline as a mediating variable is evidenced by the T-Statistics value of  $3.113 \geq 1.96$ . Also, the work environment indirectly affects work discipline as a mediating variable or intermediary variable, as evidenced by the T-Statistics value of  $3.023 \geq 1.96$ .

**Discussion****The Effect of Communication on Work Discipline**

The results of the first hypothesis test show that communication has a significant effect on work discipline, as shown by the T-Statistics value of  $2.299 \geq 1.96$ , and the P-Value is  $0.022 \leq 0.05$ . Thus, the higher the communication, the higher the employee's work discipline. Moreover, vice versa, if communication is low, the employee's work discipline will also be lower. Elqadri (2017) states that communication must be improved both vertically and horizontally. This is due to the frequent holding of coordination meetings by the leadership and employing staff to provide direction, information, instructions, suggestions, advice, and assessments to employees regarding work discipline. The results of this study support those of Pratiwi (2018) and show that communication has a positive and significant effect on work discipline.

**The Effect of Work Motivation on Work Discipline**

On the results of the second hypothesis test, work motivation has a significant effect on work discipline, as shown by the T-Statistics value of  $3.474 \geq 1.96$  and the P-Value is  $0.001 \leq 0.05$ . Thus, the better the work motivation, the better the work discipline of employees. Employee work motivation can increase the work discipline of employees in the planning and finance division of the city of Prabumulih. Saragih (2020) states that discipline is one's efforts to act based on the norms and regulations that apply. The right strategy is needed to increase employees' motivation and encourage them to comply with these regulations. Complying with regulations is a measuring tool and a reflection of work discipline. This is in line with Irwandy's (2017) opinion, which states that measuring work motivation can be done by looking at several aspects, one of which is complying with working hours. This study's results follow Dessy's research (2018), which says that work motivation partially affects work discipline.

**The Influence of the Work Environment on Work Discipline**

On the results of the third hypothesis test, the work environment has a significant effect on work discipline. This is shown by the T-Statistics value of  $3.897 \geq 1.96$ , and the P-Value is  $0.000 \leq 0.05$ . Thus, a better work environment will increase the work discipline of employees. Afandi (2018) states that the work environment also involves thinking patterns in individuals to behave in a certain way. It is necessary to create a work atmosphere that provides opportunities for the emergence of behavior among employees to create organizational effectiveness that impacts increasing productivity. The results of this study follow the results of Astuti (2018), which says that the work environment has a significant positive effect on work discipline. A good work environment in terms of facilities and a pleasant and safe working atmosphere will provide high work discipline and improve employee performance.

**The Effect of Communication on Employee Performance**

On the results of the fourth hypothesis test, communication has a significant effect on employee performance. This is shown by the T-Statistics value of  $2.831 \geq 1.96$ , and the P-Value is  $0.000 \leq 0.05$ . Thus, the better the communication, the higher employee performance will be created. Effendy (2018) states that communication is a process of exchanging information between individuals through a common system, both with symbols, signals, and behavior or actions. This is the main capital when wanting to build a positive environment within the organization. Communication is also a tool for expressing ideas among employees in a company in a complete structure, typically accompanied by exchanging ideas horizontally and vertically within the company so that work goes on. Communication can be defined as the delivery of information between two or more people, which also includes the exchange of information between humans and machines. Communication within the organization can be seen in terms of personal communication and organizational communication. This study's results support research by Pratiwi (2018), which states that communication has a significant positive effect on employee performance.

**The Effect of Work Motivation on Employee Performance**

On the results of the fifth hypothesis test, work motivation significantly affects employee performance, as shown by the T-Statistics value of  $2.274 \geq 1.96$ , and the P-Value value is  $0.023 \leq 0.05$ . Thus, the better the work motivation, the better the employee's performance. Motivation is an essential component in realizing quality human resources. The need for high presentation is an urge that arises in a person to try to achieve the set targets, work hard to achieve success, and have the possibility to do something well beforehand. According to Lily et al. (2017), motivation theory is understood so that leaders can identify what motivates employees at work. The results of research conducted by Dyah et al. (2015) stated that motivation significantly affects employee performance.

**The Influence of the Work Environment on Employee Performance**

The results of the sixth hypothesis test show that the work environment significantly affects employee performance, as shown by the T-Statistics value of  $2.554 \geq 1.96$ , and the P-Value is  $0.000 \leq 0.05$ . Thus, the better the work environment, the better the employee's performance. The work environment is all work tools and materials used, the environment in which a person works, work methods, and work arrangements individually and in groups (Sanny & Kristanti, 2017). A conducive work environment is expected can improve employee performance, where employees feel comfortable at work, and the company guarantees work safety. The results of research conducted by Josephine & Harjanti (2017) stated that the work environment significantly affects employee performance.

### **The Effect of Employee Work Discipline on Employee Performance**

The results of the seventh hypothesis test show that work discipline significantly affects employee performance, as shown by the T-Statistics value of  $5.757 \geq 1.96$ , and the P-Value value is  $0.000 \leq 0.05$ . Thus, the higher the employee's work discipline, the higher the performance. Good work discipline reflects an employee's great sense of responsibility for the tasks assigned to him. This encourages passion for work, enthusiasm for work, and the realization of organizational goals and the indicators contained therein. Work discipline must be upheld because, without good work discipline, it will be difficult for the organization to realize its goals, namely achieving optimal and effective performance (Mangkunegara, 2017). The better the work discipline of employees, the more positive and significant effect their performance will be. These results are consistent with Muslimat's (2021) research which says that work discipline significantly affects employee performance.

### **The Effect of Indirect Communication on Employee Performance Mediated by Work Discipline**

In the eighth hypothesis test results, communication indirectly influences performance mediated by work discipline, as shown by the T-Statistics value of  $2.089 \geq 1.96$ , and the P-Value value is  $0.037 \leq 0.05$ . Thus, work discipline can become mediating variable between communication on employee performance. Communication through work discipline can improve employee performance, as seen in employees who improve task coordination, try to solve problems together, share information, and build relationships through joint activities. This study's results support Pratiwi's (2018) research that says that communication indirectly influences performance mediated by work discipline.

### **Indirect Effect of Work Motivation on Employee Performance Mediated by Work Discipline**

On the results of the ninth hypothesis test, work motivation indirectly influences employee performance which is mediated by work discipline. This is shown by the T-Statistics value of  $3.113 \geq 1.96$ , and the P-Value is  $0.002 \leq 0.05$ . Thus, work discipline can mediate the relationship between work motivation and employee performance. Work motivation through work discipline can improve employee performance, as seen in employees who get bonuses for good work results.

An employee with high motivation will be moved to exercise good discipline, which will also positively impact performance. Motivated employees can complete tasks according to a predetermined procedure rather. Employee performance has increased due to work discipline, in which employees are motivated to exercise discipline at work (Zainal, 2018). This study's results support the research of Dyah et al. (2015), which said that

to improve performance, it is not enough just to have high motivation but also requires a high level of discipline.

### **Indirect Influence of Work Environment on Employee Performance Mediated by Work Discipline**

On the results of the tenth hypothesis test, the work environment indirectly influences employee performance which is mediated by work discipline. This is shown by the T-Statistics value of  $3.023 \geq 1.96$ , and the P-Value is  $0.003 \leq 0.05$ . Thus, the work environment through work discipline can improve employee performance if the building where employees work meets safety standards and employees maintain good relations with co-workers.

A work environment with adequate facilities and pleasant environmental conditions triggers high performance, and with high discipline, employee performance increases. This can be seen from their happy, operative, and passionate performance in carrying out tasks according to the rules that exist in the organization (Nursasongko, 2018). This study's results support Pratiwi's (2018) research, which revealed a mediating effect of work discipline on the relationship between work environments and employee performance.

### **CONCLUSIONS**

The results of this study indicate that the factors chosen by the authors, namely communication, work motivation, work environment, and work discipline, affect employees' productivity. Hence, an organization should pay attention to each factor to increase employee productivity. For example, changing the conditions of the workplace and improving discipline can have a significant impact on the performance on which the success of the organization depends.

It was found that the work discipline of employees in the Planning and Finance Section of the Regional Secretariat of Prabumulih City still needed to be higher. Many employees are absent on weekdays. To improve employee work discipline, communication, motivation, and a comfortable work environment must be built.

Based on the results of initial observations, the performance of the employees of the Planning and Finance Section of the Regional Secretariat of Prabumulih City needs to improve. This can be seen from the declining employee performance. Leadership communication with employees looks not optimal. There are misunderstandings in conveying work instructions and information regarding applicable regulations. During the interviews, several workers said that they did not feel adequately rewarded for their work. There are also certain inconveniences associated with the working environment in the office.

This study recommends that the Planning and Finance Section of the Regional Secretariat of Prabumulih City implement a comprehensive human resource management policy that should include an analysis of the factors discussed in this study and many other factors.

#### 4 References

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- Bangun, W. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Dessy, P. N. A., & Wibawa, I. M. A. (2015). Pengaruh Komunikasi, Motivasi Kerja dan Pengalaman Kerja Terhadap Disiplin Karyawan PT. Bank Pembangunan Daerah Bali Kantor Pusat. *Jurnal MSDM*, 5(3).
- Dyah et al. (2015). Pengaruh Motivasi Kerja terhadap Disiplin Kerja dan Dampaknya terhadap Kinerja Pegawai (Studi pada PT. Pg. Kreet Baru). *Jurnal MSDM*, 1(5).
- Effendy, O. U. (2018). *Lmu Komunikasi: Teori dan Prakteknya*. Bandung: Remaja Rosdakarya.
- Elqadri, Z. M., et al. (2017). The Influence of Motivatoon and Discipline Work Against Employee Work Productivity Tona'an Market. *Review of European Studies*, 7(12), 59-66. URL: <http://dx.doi.org/10.5539/res.v7n12p59>
- Hardjana, A. (2018). *Komunikasi Intrapersonal & Komunikasi Interpersonal*. Yogyakarta: Penerbit Karnisus.
- Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia Edisi Revisi*. Jakarta: Bumi Aksara.
- Inbar, N. R. D., Astuti, E. S., Sulisty, M. C. W. (2018). Pengaruh lingkungan kerja terhadap disiplin kerja dan semangat kerja pegawai (Studi Pada Pegawai PDAM Kota Malang). *Jurnal Administrasi Bisnis (JAB)*, 58(2). Retrieved from <http://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/view/2434>
- Irwandy, (2017). The Effect of Leadership Style, Work Climate and Work Motivation on Job Performance at State University of Medan. *International Journal of Education and Research*, 5(8), 103-112.
- Josephine, A. (2017). Pengaruh lingkungan kerja terhadap kinerja karyawan pada bagian produksi melalui motivasi kerja sebagai variabel intervening pada PT. Trio Corporate Plastic (Tricopla). *Agora*, 5(2). Retrieved from <https://media.neliti.com/media/publications/135167-ID-pengaruh-lingkungan-kerja-terhadap-kiner.pdf>
- Kasmir. (2017). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT Rajagrafindo Persada.
- Lily et al. (2017). The antecedent of work motivation and the effect on the performance of civil servants with job satisf action as moderating variable (A study of civil servants on West Coast, North Sumatra – Indonesia). *International Journal of Economic Research*, 4(2).
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia, Edisi Kesepuluh*. Bandung: PT Remaja Rosdakarya.
- Muslimat, A., (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Pada PT. Pos Indonesia Kantor Cipondoh. *Jurnal JENIUS*, 4(3).
- Naftali, Y. (2019). *Modul Pelatihan Smart PLS*. Ver: 2019.01.02.
- Nursasongko, G. S. (2018). Analisis Pengaruh Kepemimpinan, Lingkungan Kerja, dan Kompensasi Terhadap Kinerja Pegawai (Studi Pada Badan Kepegawaian Daerah Kabupaten Pematang). *Jurnal MSDM*, 2(1).
- Pratiwi, R. (2018). Pengaruh Lingkungan Kerja Dan Komunikasi Terhadap Disiplin Kerja Serta Dampaknya Pada Kinerja Pegawaibagian Produksi CV Aneka Ilmu Sayung Kabupaten Demak. *Jurnal Visi Manajemen*, 3(2).
- Rakhmat, J. (2019). *Psikologi Komunikasi*. Bandung: PT Remaja Rosdakarya.
- Robbins, S. P., & Coulter, M. (2018). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Sanny, L., & Kristanti, S. (2017). Pengaruh Lingkungan Kerja dan Job Insecurity Terhadap Motivasi Kerja dan Dampaknya pada Kinerja Karywan Outsourcing Mall Lippo Cikarang. *Binus Jurnal Business Review*, 7(3).
- Saragih, R., Luturlean, B. S., & Hadiyanto, F. (2020). Employee Job Satisfaction in Mediating the Relationship between Work Motivation and Affective Commitment in Roof Tile Industry. *Jurnal Bisnis Dan Manajemen*, 1(2).
- Sedarmayanti. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Grasindo.
- Siagian, S. P. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Sinambela, L. P. (2018). *Kinerja Pegawai Teori Pengukurandan Implementasi*. Penerbit Graha Ilmu: Yogyakarta.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Cetakan Kedua. Jakarta: Kencana Prenada Media Grup.
- Zainal, R. V., Darmansyah, Ramly, M. (2018). *Kepemimpinan dan Perilaku Organisasi, Edisi Keempat*. Jakarta: Rajawali Pers.