

# The Effect of Work Discipline and Communication on Work Motivation and Performance of Agricultural Officer of Denpasar City, Indonesia

Pande Nyoman Pradnya Ananta Wisesa, Putu Kepramareni, and I Wayan Widnyana

## ABSTRACT

The purpose of this study was to determine the influence of work discipline, and communication on employee performance through work motivation. This study uses a quantitative approach. Data were collected through the questionnaire method. Furthermore, the data is processed using PLS analysis techniques. This study took place at the Denpasar City Agriculture Office, carried out from December 2021 to April 2022. 54 employees participated, using the purposive sampling method. The results show Work discipline has a positive and significant effect on work motivation, Work discipline has a positive and significant effect on employee performance, Communication has a positive and significant effect on work motivation, Communication has a positive and significant effect on employee performance and Work motivation has a positive and significant effect on employee performance.

**Keywords:** Communication, Employee Performance, Work Discipline, Work Motivation.

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**P. N. P. A. Wisesa\***

Faculty of Economy and Business,  
Mahasaraswati University, Bali,  
Indonesia.

(e-mail: pradnyaesa@gmail.com)

**P. Kepramareni**

Faculty of Economy and Business,  
Mahasaraswati University, Bali,  
Indonesia.

(e-mail: pkepramareni@yahoo.co.id)

**I W. Widnyana**

Faculty of Economy and Business,  
Mahasaraswati University, Bali,  
Indonesia.

(e-mail: wywid@unmas.ac.id)

\*Corresponding Author

## I. INTRODUCTION

The success of an organization itself can be obtained by improving the performance of employees. Performance is the result of work achieved by individuals by their roles or duties in a certain period, which is associated with certain values standards of the organization where the individual works. Employees who have high performance will make a huge contribution to an organization. The low level of ability and skills of employees will have a negative impact on the performance of the employees themselves and have an impact on the agency (Scales, 2020). This requires every agency leader to be able to improve performance in various ways. Improving employee performance in an agency is not an easy thing. Employee performance shows how much employees contribute to the organization, which includes output quality, output quantity, workplace attendance, and cooperative attitude. Employee performance is a result of the definition of performance produced by employees or real behavior shown from several efforts made on their work by their role in the organization (Razak *et al.*, 2018).

One of the efforts to improve employee performance is increasing work discipline. Through work discipline, it will raise awareness and willingness of employees to comply with agency regulations. Work discipline is something that must be instilled in every employee. The more disciplined, the higher the employee's work productivity and agency

performance (Prabowo *et al.*, 2018). Sugiono & Efendi (2020) state that work discipline has positive significant effects on employees' performances. In contrast to Ihsan (2021) work discipline does not affect employee performance.

According to Purnamasari *et al.* (2019), work discipline can help increase one's work motivation, especially for employees. Employees who carry out various work disciplines will allow them to get a salary, the opportunity to occupy a position, the opportunity to get a promotion, and the opportunity to develop self-competence by applicable regulations in the organization so that it will motivate the work that is their responsibility (Hidayah, 2016). Having good work discipline will lead to high work motivation so that work performance can be achieved. Mubarak *et al.* (2020) and Anggrainy *et al.* (2018) state that works discipline has a positive effect on work motivation. In contrast to Rizal & Radiman (2019), they found that work discipline did not affect work motivation.

Communication also affects employee performance; communication also needs to be considered by the leadership in providing an assessment of employee performance. Good communication will have a big impact on the work life of employees. One of the strengths that hinder the success of employee performance is the lack of good communication from the employees themselves.

Good communication must be built within an agency to

minimize misunderstandings that occur between employees and superiors in an agency. With good communication, information and ideas can be accepted and agency goals can be achieved as expected. Communication in an organization has an important role because communication is a means of conveying or receiving information. Prayogi *et al.* (2019) state communication has positive effects on employee performance. However, Esthi (2021) states that communication has a negative effect on performance.

Effective communication can help improve agency motivation and performance. Communication raises work motivation by explaining to employees what needs to be done, how they need to do it, and things that can be done to improve their performance. If leaders have good communication with employees, they will be motivated and productive. Good communication between employees can create work motivation that improves better performance. This statement is supported by research by Wonodipho (2019) and Mahsyam *et al.* (2020) which state that communication has a positive effect on work motivation. However, research conducted by Ariyanti (2019) found that communication did not affect work motivation.

Motivation is important for employees. This is because motivation has a big role in improving employee performance. Employees will be motivated in their performance if both physical and psychological needs are met. The emergence of work motivation is due to the desire and driving force of employees because they have goals to be achieved. Employee work motivation will not appear if other factors are not met. Such as work discipline factors and communication factors among employees. It can be said that directly or indirectly these two factors, both work discipline, and employee communication have the potential to affect employee work motivation and if employee work motivation appears then at the end employee performance can be achieved well. Badrianto & Ekhsan (2019) stated that there was a positive influence between motivation and employee performance. Similar to the research conducted by Sulila (2019), the results show work motivation has positive significant effects on employee performance. However, Widyawati *et al.* (2018) in their research which showed that work motivation partially had no significant effect on employee performance.

The Department of Agriculture is the implementing element of Government Affairs in the field of agriculture which is the authority. Like a company, an agency also really needs employees with a high level of work discipline and good communication skills, so that the development of an agency can lead to better improvements.

Denpasar City Agriculture Office currently uses employee performance appraisals by Government Regulation no. 30 of 2019 concerning the assessment of the work of civil servants) which is used to determine the performance of employees. There is an aspect of performance appraisal, namely the work achieved in the work unit by the assessment of performance behavior. There are problems with work discipline at the Denpasar City Agriculture Office, which has decreased as seen in the employee attendance list, obeying agency regulations, and punctuality at work.

This incident is caused by employees who often arrive late and go home before working hours and the lunch break has finished, employees should return to their respective workplaces but in reality, there are still many who are outside the room so that the completion of tasks is neglected. If this incident occurs continuously, it can be detrimental to the agency, especially the Denpasar City Agriculture Office.

Another problem faced by the Department of Agriculture is the lack of cooperation between employees which causes miss communication between divisions. This is due to ineffective and inefficient communication between the employees themselves, it can be seen from the unclear information obtained by employees, and the lack of leadership supervision of employees, causing work to be hampered. Many things affect performance ranging from an educational background and different individual characters. It can be seen from the frequent occurrence of misunderstandings when carrying out tasks, the existence of psychological traits such as selfishness, lack of openness between employees, feelings of pressure, and so on. This disharmony of communication can lead to an unfavorable working relationship and if left unchecked will lead to unfavorable implications for work motivation and will ultimately have a negative impact on agency performance. Then the research is described in Fig. 1.

Giving punishments and sanctions if they violate discipline is one way for employees to understand the importance of discipline at work. Motivation is important for an employee. Motivation is the provision of the driving force, which creates one's work enthusiasm so that one can work together, work effectively, and have integrity with all their efforts to achieve goals. Work motivation is a point that makes a person impetus to work (Mubarak *et al.*, 2020).

H1: Work discipline has a positive effect on work motivation.

Work discipline is always expected to be a feature of human resources in every agency because organizational discipline it will work well. Employees who are disciplined in working will usually have good performance. Work discipline had a positive effect on employee performance (Sugiono & Efendi, 2020).

H2: Work discipline has a positive effect on employee performance.

In terms of building employee motivation, it must be started by creating good internal communication. Increasing employee work motivation is carried out through work interactions and a conducive work environment. Building communication is one way to establish a good environment. With good communication, the information obtained is also more extensive and diverse. Communication can also maintain motivation within an agency by providing explanations to employees about what to do, how well they are doing their job, and what they can do to increase work motivation if it is below standard. Wonodipho (2019) stated that communication has positive effects on work motivation.

H3: Communication has a positive effect on employee work motivation.

Communication in an organization has an important role because communication is a means of conveying or receiving information to or from other parties. Communication errors will give unfavorable results and not reach the targets.

Effective and efficient communication has a very important meaning for management in carrying out functions, planning, organizing, implementing, and directing all the performance of an agency (Prayogi *et al.*, 2019).

H4: Communication has a positive effect on employee performance.

Motivation is important for employees. This is because motivation has a big role in improving employee performance. Employees will be motivated in their performance if both physical and psychological needs are met. The emergence of work motivation is due to the desire and driving force of employees because they have goals to be achieved. Badrianto & Ekhsan (2019) concluded that there was a positive influence between work motivation and employee performance.

H5: Work motivation has a positive effect on employee performance.

## II. METHOD

This study uses a quantitative approach. Data collected through the questionnaire method. Furthermore, the data is processed using PLS analysis techniques. This study took place at the Denpasar City Agriculture Office, which is located at Jalan Ahmad Yani Utara no. 112. The time of study was carried out from December 2021 to April 2022. The sample in this study was 54 employees using the purposive sampling method.

Work discipline is an attitude of mutual respect, respect, obedience, and obedience to the applicable regulations, both written and unwritten. Measurement of work discipline indicators namely Complying with all agency regulations, Using time effectively, Responsibilities in work and assignments, and absenteeism levels (Dapu, 2019)

Communication is the activity of delivering and receiving messages or information from one person to another in the hope that the person receiving the message or information will interpret it as intended by the sender of the message or information. Communication indicators include: Credibility, Context, Content, Clarity, Continuity and consistency, Capability of the audience, Channels of Distribution (Kuncorowati & Rokhmawati, 2018)

Motivation comes from the Latin word "*movere*" which means encouragement or movement. Work motivation is something that creates encouragement or enthusiasm for work. Work motivation is a complex problem in organizations because the needs and desires of each member (employee) of the organization are different. The measurement of work motivation indicators refers to the theory put forward by Maccleand, namely: The need for achievement, the need for affiliation, the need for power (Dapu, 2019)

Employee performance is the work obtained or achieved by a person or group of people in an organization by their respective authorities and responsibilities to achieve goals legally. Measurement of employee performance indicators namely: Quality of work, Quantity of work, Responsibility, and Attitude (Firmansyah *et al.*, 2020).

## III. RESULTS AND DISCUSSION

### A. Variable description

The work discipline variable has a score of 4.28 which is in the "very good" category. This means that most Denpasar City Agriculture Office employees have very high work discipline. The lowest average value is in the indicator "Responsibility in work and tasks (X1.3)" with score of 4.19. there are still Denpasar City Agriculture Office employees who are less responsible in their work and duties. While the highest average value is in the indicator "Level of absenteeism (X1.4)" with score of 4.36. most employees of the Denpasar City Agriculture Office already have a very good absenteeism level, thus forming a very high work discipline.

The communication variable has an average overall score of 4.12 which is in the "good" category. This means that most Denpasar City Agriculture Office employees already have good communication. The lowest average value is in the "Clarity (X2.4)" with score of 3.98. some employees of the Denpasar City Agriculture Office who are unable to apply clarity in communication. While the highest average value is in the indicator "Continuity & consistency (X2.5)" with a score of 4.24. most employees of the Denpasar City Agriculture Office have implemented continuous and consistent communication in a good manner so as to form good communication between colleagues.

The work motivation variable has an average overall score of 4.35 which is in the "very good" category. This means that most Denpasar City Agriculture Office employees have very high work motivation. The lowest average value is in the indicator "Need for Power (Y1.3)" with an average value of 4.23. This means that there are still some employees of the Denpasar City Agriculture Office who lack a sense of need for power. While the highest average value is in the indicator "Need for affiliation (Y1.2)" with score of 4.44. most employees of the Denpasar City Agriculture Office already have a very high sense of need for affiliation, so they form very high work motivation

The employee performance variable has an average overall score of 4.25 which is in the "very good" category. This means that most of the Denpasar City Agriculture Office employees have very high performance. The lowest average value "Quantity of Work (Y2.2)" with score of 4.20. This means that there are still Denpasar City Agriculture Office employees who are less able to achieve a good quantity of work. While the highest average value is in the Work Quality indicator (Y2.1) with score of 4.30. most employees of the Denpasar City Agriculture Office have been able to achieve excellent work quality in each of their jobs so that they can form very high employee performance.

### B. Inferential Analysis Results

The results of these calculations as shown in Table I obtained the value of  $Q^2$  is 0.881 so it can be concluded that the model has very good predictive relevance. Thus, it can be explained that 88.1 percent of the variation in employee performance is influenced by work discipline, communication, and work motivation, while the remaining 11.9 percent is influenced by other variables not examined in this study.

Table II shows the hypothesis on the effect of work

discipline on work motivation resulted in the original sample coefficient value of 0.251 which showed a positive correlation, then the t Statistics value was obtained at 2.056 and p value 0.040 <0.050, then the effect of work discipline on work motivation was significant. Hypothesis testing on the effect of work discipline on employee performance resulted in the original sample coefficient value of 0.411, which shows a positive correlation. The value of t Statistics is 3.709 and the p-value is 0.000 <0.050, then the effect of work discipline on employee performance is significant. Hypothesis testing on the effect of communication on work motivation resulted in the original sample coefficient of 0.523 which showed a positive correlation. The value of t Statistics is 3.013 and the p-value is 0.003 < 0.050, then the effect of communication on work motivation is significant. Hypothesis testing on the effect of communication on employee performance resulted in the original sample coefficient value of 0.414 which showed a positive correlation, then the t-Statistics value was 3.541 and the p-value was 0.000 <0.050, then the effect of communication on employee performance was significant. Hypothesis testing on the effect of work motivation on employee performance resulted in the original sample coefficient value of 0.174 which showed a positive correlation. The t-Statistics value obtained was 3.056 and the p-value was 0.002 <0.050, then the effect of work motivation on employee performance was significant.

TABLE I: STRUCTURAL MODEL EVALUATION RESULTS (INNER MODEL)

Structure	Endogenous Variable	R-square
1	Work Motivation (Y1)	0.499
2	Employee Performance (Y2)	0.761
$Q2 = (1 - [(1 - R_1^2) (1 - R_2^2)])$ $Q2 = (1 - [(1 - 0.499) (1 - 0.761)])$ $Q2 = 1 - (0.501) (0.239) = 0.881$		

TABLE II: RESULTS OF DIRECT EFFECT HYPOTHESIS TESTING

No	Relationship between variables	Path coefficient	T-Stat	P-values	
1	Work Discipline (X1) -> Work Motivation (Y1)	0.251	2.056	0.040	H1 accepted
2	Work Discipline (X1) -> Employee Performance (Y2)	0.411	3.709	0.000	H2 accepted
3	Communication (X2) -> Work motivation (Y1)	0.523	3.013	0.003	H3 accepted
4	Communication (X2) -> Employee Performance (Y1)	0.414	3.541	0.000	H4 accepted
5	Work Motivation (Y1) -> Employee Performance (Y2)	0.174	3.056	0.002	H5 accepted

TABLE III: MEDIATION VARIABLE TEST

Variable Mediation	Effect				
	(A)	(B)	(C)	(D)	
Work discipline (X1) -> Work motivation (Y1) -> Employee performance (Y2)	0,411 (Sig.)	0,461 (Sig.)	0,251 (Sig.)	0,174 (Sig.)	No Mediation
Communication (X2) -> Work motivation (Y1) -> Employee performance (Y2)	0,414 (Sig.)	0,525 (Sig.)	0,523 (Sig.)	0,174 (Sig.)	Partial Mediation

Table III shows that Work motivation is not able to mediate the indirect effect of work discipline (X1) on employee performance (Y2). Based on this, it can be concluded that work motivation is not a determinant of good or bad work discipline at the Denpasar City Agriculture Office. Work motivation can mediate positively the indirect effect of communication perception (X2) on employee performance (Y2). This result is shown from the mediation test carried out, which shows that the effects of C and D have a significant positive value, while the effect of A is a direct influence of the independent variable (communication) on the dependent variable (employee performance) involving the mediation variable has a significant value. work motivation can partially mediate the effect of communication on employee performance. Performance can increase if the communication conditions are getting better, and employees have a high sense of work motivation so that at the end employee performance will increase.

C. Research Variable Profile

Effective use of time (X1.2) is an indicator of work discipline that has the highest weight, which is 0.878, followed by an absentee level of 0.852, responsibilities in work and assignments with a value of 0.744 and the lowest is the value of complying with all rules with a value of 0.743. These results indicate that the use of time effectively is the most important in improving work discipline. However, in reality, the work discipline felt by employees tends to be reflected in the level of absenteeism from the Denpasar City Agriculture Office. other work to create better work discipline.

Indicates that Clarity has the highest weight, which is 0.824, followed by Credibility with a value of 0.817, Channels of distribution with a value of 0.807, Continuity and consistency with a value of 0.804, the ability of the news recipient (Capability of the audience) with a value of 0.781, satisfaction (Content) with a value of 0.747, and the lowest is communication (Context) with a value of 0.731. these results indicate that clarity is most important in improving communication. But in reality, the communication felt by employees tends to be reflected in the value of continuity and consistency at the Denpasar City Agriculture Office. This finding indicates that communication is still not optimal, and provides instructions for agencies to continue to improve clarity in communication while maintaining other communication indicators to create good communication

The need for affiliation has the highest weight factor, which is 0.872, then followed by the need for power with a value of 0.845, and the lowest weight is the need for achievement with a value of 0.803. These results indicate that the need for affiliation is the most important role in increasing work motivation. This finding indicates that the work motivation at the Denpasar City Agriculture Office is good. This provides instructions for agencies to continue to improve employee work motivation while maintaining other indicators of work motivation to create better employee performance.

The attitude indicator gets the highest factor weight, which is 0.852, followed by responsibility at 0.784, quality of work with a value of 0.776, and the smallest quantity of work with a value of 0.757. These results indicate that attitude is an

important indicator of employee performance. However, the perceived performance of employees tends to be reflected in the quality of work. This finding indicates that employee performance is still not optimal and provides instructions for agencies to continue to improve good attitudes while maintaining other employee performance indicators to create a good performance at the Denpasar City Agriculture Office.

#### D. Discussion

##### 1) Work discipline on work motivation

The results of the analysis show that work discipline has a positive and significant effect on work motivation. The higher the level of employee discipline, the work motivation of the Denpasar City Agriculture Office employee will increase. Discipline by carrying out punishments and sanctions in the event of an error will help employees understand the importance of discipline in carrying out the tasks given. This study supports the results of previous research by Anggrainy *et al.* (2018) which stated that work discipline had a positive effect on work motivation.

##### 2) Work discipline on employee performance

The results of the analysis show that work discipline has a positive and significant effect on employee performance, hypothesis 2 is accepted. The higher the level of employee discipline, the higher the performance of the Denpasar City Agriculture Office employee. The lower the level of employee discipline, performance of the Denpasar City Agriculture Office employee will decrease. Work discipline as measured by indicators of complying with all regulations, effective use of time, responsibility in work assignments, and absenteeism levels indicate that the effective use of time is the most influential on work discipline in improving employee performance (Sugiono & Efendi, 2020)

##### 3) Communication on Work Motivation

The results indicate hypothesis 3 is accepted. The better the communication between employee, the higher the work motivation for the Denpasar City Agriculture Department employees will be. Vice versa, the less good communication that exists between employees, the work motivation of the Denpasar City Agriculture Office employees will decrease. If employees can create good internal communication, they will be able to build better employee work motivation. Improving employee motivation is carried out through work interactions and a conducive work environment. Building communication is one way to establish a good environment. With good communication, the information obtained is also more extensive and diverse. Communication can also maintain motivation within an agency by providing an explanation to employees about what to do. How well they are doing their job and what they can do to increase work motivation if it is below standard. This study supports the results of previous research by Mahsyam *et al.* (2020) which stated that communication had positive effects on work motivation. Wonodipho (2019) found that there is a positive influence between communication and work motivation.

##### 4) Communication on Employee Performance

The results of the analysis show that communication has a positive and significant effect on performance. The results indicate hypothesis 4 is accepted. The better the communication between employees, the better they will be

able to work together so that the performance produced by the Denpasar City Agriculture Office employees will increase. Vice versa, the worse the communication that exists between employees, the performance of the Denpasar City Agriculture Office employees will decrease because employees are not able to work well together. Communication, as measured by indicators of trustworthiness, communication, satisfaction, frustration, continuity and consistency, the ability of the news recipients, and news delivery channels, shows that the indicators of clarity are the most influential on communication in improving employee performance. Communication in an organization has an important role because communication is a means of conveying or receiving information to or from other parties. effective and efficient communication has a very important meaning for management in carrying out functions, planning, organizing, implementing, and directing all the performance of an agency. Prayogi *et al.* (2019) which concluded that communication has a positive effect on employee performance.

##### 5) Work Motivation on Employee Performance

The results of the analysis show that work motivation has a positive significant effect on employee performance, hypothesis 5 is accepted. The higher the work motivation of the Denpasar City Agriculture Office employees, the higher the performance produced by Denpasar City Agriculture Office employees. The lower the sense of work motivation of the Denpasar City Agriculture Office employees, the performance produced by these employees will decrease. Work motivation as measured by indicators of the need for achievement, need for affiliation and need for power shows that the need for affiliation is the most influential on work motivation in improving employee performance. Motivation is important for employees. This is because motivation has a big role in improving employee performance. Employees will be motivated in their performance if both physical and psychological needs are met. The emergence of work motivation is due to the desire and driving force of employees because they have goals to be achieved. This research is also in line with Badrianto & Ekhsan (2019) which concluded that there is a positive influence between work motivation and employee performance.

#### E. Novelty

The novelty of this research lies in the work motivation variable which in this study is an intermediary variable or mediating variable, while previous studies only tested the work motivation variable as the independent variable or the dependent variable. Then the previous research that tested the majority of similar variables used path analysis or path analysis, while this study used SEM-PLS analysis.

#### F. Research Implication

The research conducted can contribute to the influence of work discipline and communication on work motivation and employee performance at the Denpasar City Agriculture Office. The results of hypothesis testing in this study found that all independent variables consisting of perceptions of work discipline (X1), communication (X2), and work motivation (Y1), statistically had a positive effect on employee performance at the Denpasar City Agriculture

Office, so that these variables could be maintained as an independent variable for further research. In addition, work motivation in this study obtained results that could mediate work discipline and communication variables on employee performance, so that the work motivation variable could be maintained as a mediating variable for further research. This research has implications for the Department of Agriculture of Denpasar City as material for consideration and evaluation of employee performance and the factors that influence it. The Department of Agriculture of Denpasar City in improving employee performance should be able to see and consider the factors of work discipline, communication, and work motivation of employees because these can significantly affect employee performance.

#### G. Research Limitations

The scope of the research only covers the Denpasar City Agriculture Office, so it cannot describe the performance of service employees in general in Bali. Factors that affect employee performance and work motivation in this study are work discipline and communication while many other factors influence these variables such as compensation, job satisfaction, or other factors.

#### IV. CONCLUSION

On the work discipline variable, the agency should pay more attention to the work discipline variable with the lowest indicator on responsibility in work and duties. All employees are expected to have a great sense of responsibility for the assigned tasks. Therefore, it is recommended that leaders improve supervision of employee behavior at work and provide periodic functional training and education in their field of work.

The communication variable that needs to be improved is the indicator of clarity in communication. Clarity in communication can certainly be achieved from several agency activities that need to be realized by the leadership, one of which is to carry out regular meetings or briefings that are held regularly by asking each employee intensely regarding problems and evaluating performance, doing these activities employees want to learn or not. explain in detail and clearly so that it can be easily understood by superiors and colleagues.

To increase employee work motivation, it is recommended to provide mutual support to colleagues so that employees are more motivated to achieve optimal performance also agencies must pay attention to other factors in creating employee self-motivation to work such as awards from the leadership for the hard work of employees, for example by giving praise or bonuses for their performance, and agencies must also pay attention to the needs of employees so that employee performance can increase. To improve employee performance, the Denpasar City Agriculture Office agency should make improvements to the quantity of work, and be accompanied by achievements in attitudes, responsibilities, and work quality.

For further researchers, they can develop this research in the future by re-examining the results of this study by adding or developing other variables so that they can produce research that influences the value of the institution more. In

addition, it is also hoped that in future research, samples from other agencies that have the same specifications can be used so that comparisons of research results are obtained.

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