

Employee Performance Role: Communication And Work Discipline

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ABSTRACT

The purpose of this study was to determine the effect of communication and work discipline on employee performance at PDAM Tirtanadi, North Sumatra. The population of this study was taken from all employees of PDAM Tirtanadi in North Sumatra, and a sample of 63 employees using the Slobin formula. The data acquisition technique using a questionnaire has been tested for validity and reliability, as well as library research. The data analysis technique used classical hypothesis test, multiple regression, F test, t test, and coefficient of determination. Based on the results of the simultaneous test, it was found that the value of Fcount (8.400) > Ftable (3.150), and sig (.000a) < 5% (0.05). Simultaneously, communication and work discipline have a significant effect on the performance of PDAM Tirtanadi employees, North Sumatra Province. Based on the t-test of the communication variable, the tcount value is 2.230 > ttable 2000 with sig. 0.029. This shows that there is an effect of communication on the performance of PDAM Tirtanadi employees, North Sumatra Province. Variable work discipline tcount 2,976 > ttable 2,000 with sig. 0.004. shows that work discipline has a significant effect on the performance of PDAM Tirtanadi employees, North Sumatra Province. The value of the coefficient of determination is 0.219. This shows that 2.19% of the communication and work discipline variables explain the performance of PDAM Tirtanadi employees, North Sumatra Province. While 78.1% is influenced by other variables not examined. shows that work discipline has a significant effect on the performance of PDAM Tirtanadi employees, North Sumatra Province. The value of the coefficient of determination is 0.219. This shows that 2.19% of the communication and work discipline variables explain the performance of PDAM Tirtanadi employees, North Sumatra Province. While 78.1% is influenced by other variables not examined.

Keywords : Communication, Work Discipline, Employee Performance.

INTRODUCTION

Employees are the main actors in the company who are active actors in every organizational activity. One of the keys to the company's success is the level of human resource performance which directly or indirectly has an effect on the company's success in achieving its goals. To get maximum performance from employees, companies must find the right way, namely by thinking about how employees can work productively. So it requires the ability to encourage employees with different mindsets and perspectives. The role of human resources is very important in an organization, both private organizations and government organizations or BUMN. Human resources are one of the factors that are directly involved in carrying out organizational activities and play an important role in increasing organizational productivity in achieving the goals that have been set.

Performance measurement is a management tool used to improve the quality of decision making and accountability. Performance measurement is also used to assess the achievement of goals and objectives (Ismail Nawawi, 2013, p. 233). Performance as something that is visible,

where the individual is relevant to the goals of the organization. Multiply performance is one of the goals of the organization in achieving high work productivity. Achieving good performance cannot be separated from the quality of human resources that are proliferating (Juliansyah Noor, 2013, p. 271). Good performance is a performance that is in accordance with organizational standards and supports the achievement of organizational goals. On the other hand, a good organization is an organization that seeks to improve the capabilities of its employees. Improving employee performance will have an impact on the company. So it becomes an important task for management to realize the success of the company's goals.

Performance in the organization is the answer to the success or failure of the organizational goals that have been set, because performance is a combination of abilities, opportunities, and efforts that can be assessed from the results of their work. Performance problems within the company become a major topic that must be discussed and overcome, because the effects of declining performance can have a bad impact on the company. Communication is a very important human activity. Not only in organizational life, but in human life in general. Communication is essential in our life. We all interact carefully by means of communication. Communication can be done in simple to complex ways, and technology has now drastically changed the way humans communicate.

Communication is not limited to mere spoken words, but in any form of interaction, smiles, nodding heads that justify the heart, body postures, expressions of interest, attitudes and similar feelings. Acceptance of the same understanding is the key in communication. Without the acceptance of something with the same understanding, then what happens is "a dialogue between one person and another". Communication etymologically comes from the Latin *cum*, a preposition meaning with or together with, and the word *units*, a number word meaning one. The two words form the noun *communion*, which means togetherness, union, combined fellowship, association, or relationship. Communicating activities require effort and work, so the word is made into the verb *communicate*, which means to share something with someone.

Communication means notifications, talks, conversations, exchanges of thoughts, or relationships (Umam, 2012: 219). Communication owned by an employee becomes a strong asset to be in the company, with communication, the employee becomes an important asset for the company. This has become a symbiotic mutualism, a reciprocal relationship between employees and the company. The more developed a company and the higher the technology used by the company, causing frequent changes and the breadth of work borne by employees, so employees need to communicate in order to work well. Factors influencing performance achievement are communication factors and work discipline (Mangkunegara, 2007, p. 67). Employee communication depends on the strength of the communication itself. This drive causes why the employee is trying to achieve goals, both consciously and unconsciously. This encouragement also causes employees to behave, improve and improve performance, so that work productivity increases. Communication can be done with anyone, such as communicating with other employees, with middle staff or communicating with managers. Clear goals and expectations are realistic and easy to achieve. So to ensure the implementation of all tasks in accordance with what has been planned by the organization, high employee performance is needed by providing work motivation to employees in a professional manner.

PDAM Tirtanadi, North Sumatra Province, which is a State-Owned Enterprise (BUMN) which is engaged in electricity, management and marketing. PDAM Tirtanadi, North Sumatra Province.

Based on the results of pre-research observations conducted by researchers at PDAM Tirtanadi, North Sumatra Province, there are several problems that occur, namely employee performance has not been maximized, it can be seen that there are still employees who delay work, employees who have not completed work according to the specified time. There are still some employees who are late so as to damage the harmony in achieving goals. While the problem that occurs in communication is the lack of communication from within employees which makes it difficult for employees to develop their abilities at work.

LITERATURE REVIEW

Performance

Performance is the result of what is achieved by employees who refer to the work and tasks in the company, the achievement that has been set is one of the benchmarks for the employee's performance. Some of these references can provide clarity on the meaning of performance. "Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of individual results in relation to the vision carried out by an organization, and to know the positive and negative impacts of an operational policy" (According to Juliansyah, 2011, p. 270). "Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" (Mangkunegara, 2011, p. 67). "Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company" (Veitzhal Rival, 2013, pp. 548-549). Based on some of the quotes above, it can be concluded that performance is the result of work achieved by employees who are obtained through assignments by the company to the assigned tasks, also makes a benchmark of how important their role is in the company.

The company as an organization has the goal of making a profit. Organizations can operate because of activities or activities carried out by employees in the organization. Factors that affect the achievement of performance are the ability factor and motivational factor. The clarity of these elements is as follows:

- 1) Ability Factor
- 2) Motivational Factor

The factors that influence employee performance are: Effectiveness and efficiency, Authority and responsibility, discipline, and initiative. The explanation of these elements is as follows:

- 1) Effectiveness and efficiency
- 2) Authority and Responsibility
- 3) Discipline
- 4) Initiative

Based on the quote above, it can be concluded that employee performance must be seen in terms of work success which is the ultimate goal of implementing a job as well as individual behavior in his business or the employee himself in his efforts to achieve success according to the expected standard.

The objectives of the performance appraisal are as follows:

- a) Increase mutual understanding between employees about performance requirements.
- b) Record and acknowledge the work of an employee, so that they are motivated to do better.
- c) Provide opportunities for employees to discuss their desires and aspirations and increase concern for their careers or the work they currently hold.

- d) Define or reformulate future goals, so that employees are motivated to achieve according to their potential.
- e) Check implementation and development plans that match training needs. (Mangkunegara, 2011, p.10-11)

Communication

Communication is one of the things that affect the performance of an employee. Communication must be owned by employees in order to be able to complete the work carried out by the company. Communication refers to an individual's capacity to perform various tasks in a job. Here are some opinions of experts about the meaning of communication. Communication means making togetherness or building togetherness between two or more people. Communication also has a Latin root *communico* which means to share (Stuart in Cangra, 2007, p. 18). Communication science is a systematic effort to formulate principles explicitly, and on the basis of these principles information is conveyed and opinions and attitudes are formed. (Hovland in Cangara, 2004, p. 17). Communication is an exchange, a symbolic process that requires people to regulate their environment. (Cangara, 2004, p. 18).

Based on the above definition, it can be concluded that communication is a process in which an idea is transferred from a source to one or more recipients, with the intention of changing their behavior. In a simple sense, communication is a process of exchanging understanding.

- 1) Solving Problems
- 2) Optimizing Productivity
- 3) Creating Relationships or Relationships
- 4) Building work discipline

Communication as working capital must have every individual in order to be able to work as required by the company.

According to (Suranto AW, 2010, p. 105), there are several indicators of work communication, namely:

- 1) Comprehension, understanding is the ability to understand the message carefully as intended by communication.
- 2) Pleasure, that is, if the communication process is not only successful in conveying information, it can also take place in a pleasant atmosphere for both parties. Actually the purpose of communicating is not just a message transaction, but is also intended to interact with each other in a pleasant way to foster human relations.
- 3) Influence on Attitudes, communication is said to affect attitudes, if a person communicates after receiving a message then his attitude changes according to the meaning of the message. The act of influencing others is part of everyday life in the office. In various situations we try to influence the attitudes of others and try to get others to behave in the positive way we want.
- 4) Better Relationships, that in the process of effective communication inadvertently increasing levels of interpersonal relationships in the office, communication often occurs not to convey information or to influence readiness alone, but sometimes there is an implicit intention behind it, namely to build good relationships.
- 5) Actions of Both Parties, communicating take action according to the message communicated. Effective communication demands sensitivity.

Work Discipline

Discipline is the most important operational function of human resource management because the better the employee's work discipline, the better the performance that can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is the main factor needed as a warning tool for employees who do not want to change their nature and behavior. So that an employee is said to have good discipline if the employee has a sense of responsibility for the tasks assigned to him. The following are definitions of work discipline according to experts, including:

- Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2006, p. 444).
- Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations (Rivai, 2011, p. 825)
- Work discipline is how to raise awareness for the workers to do the tasks that have been given, and the formation of this work discipline does not arise by itself (Harlie, 2010, p. 117)

From several definitions of work discipline put forward by several experts, it can be concluded that work discipline is an attitude of awareness, willingness and willingness of a person to obey and obey the rules and social norms that apply in the environment. Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations.

The form of good discipline will be reflected in the atmosphere, namely:

- 1) The high sense of employee concern for the achievement of company goals.
- 2) High enthusiasm and passion for work and employee initiative in doing work.
- 3) The sense of responsibility of employees to carry out their duties as well as possible.
- 4) The development of a sense of belonging and a high sense of solidarity among employees.
- 5) Increased work efficiency and productivity of employees

RESEARCH METHODS

Juliandi et al (2013, p. 90) suggest that the associative approach aims to analyze the problem of the relationship between a variable and a variable. The associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variable or dependent variable). The population of this study was taken from all employees of PDAM Tirtanadi, North Sumatra Province with a sample of 63 employees using the Slovin formula. Data collection techniques used questionnaires that were tested for validity and reliability, and documentation studies. The data analysis technique used classical assumption test, multiple regression, F test, t test and coefficient of determination.

RESEARCH RESULTS AND DISCUSSION

Classic assumption test

Normality

The normality test aims to determine whether the distribution of a data follows or approaches the normal distribution.

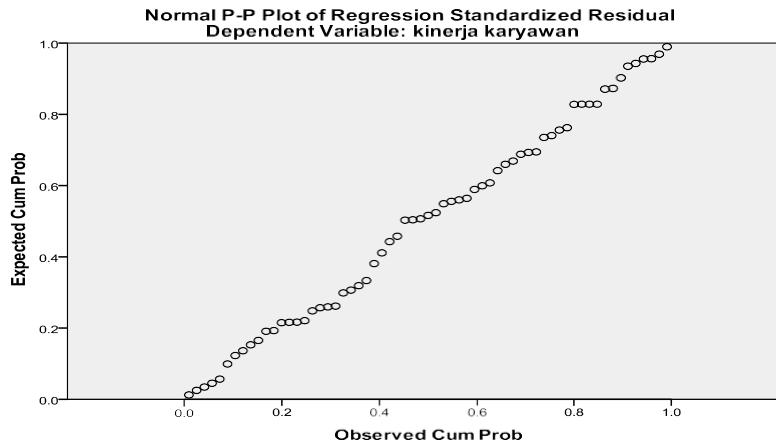


Figure 1. Standardized PP Plot Normality Test Image

The standardized PP Plot normality test image above indicates that the normality test of the regression model in this study meets the assumptions of normality provisions, so that the regression model data in this study tend to be closer to the line and it can be concluded that the normality tests on the variables of this study are all normally distributed.

Multicollinearity Test

The multicollinearity test also has several provisions, namely if the tolerance value (VIF) is greater than 0.1 or the value of the inflation factor (VIF) < 10, it can be concluded that there is no multicollinearity between the independent variables in the regression model as follows:

Table 1. Multicollinearity Test Table

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	21,242	5.160		4.116	.000		
	communication	.196	.088	.259	2.230	.029	.967	1.034
	work discipline	.310	.104	.345	2,976	.004	.967	1.034

a. Dependent Variable: employee performance

Communication variable (X1) and work discipline (X2) have VIF values within the specified tolerance limit (not exceeding 10), so that there is no multicollinearity in the independent variables.

Heteroscedasticity Test

The heteroscedasticity test in this study aims to see whether the independent variable has the same variance or not. Heteroscedasticity has a different observation. One of the methods used to test the presence or absence of heteroscedasticity will result in the estimation of the regression coefficients being inefficient. The results of the assessment will be more or less appropriate. The basis for the analysis of heteroscedasticity data assessment in this study is as follows:

- a. If there is a certain pattern, such as the dots that form a certain regular pattern (wavy and

then narrow) it indicates that heteroscedasticity has occurred.

- b. If there is a clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity. To analyze the data can be seen in the image "scatterplot" on the output data as below:

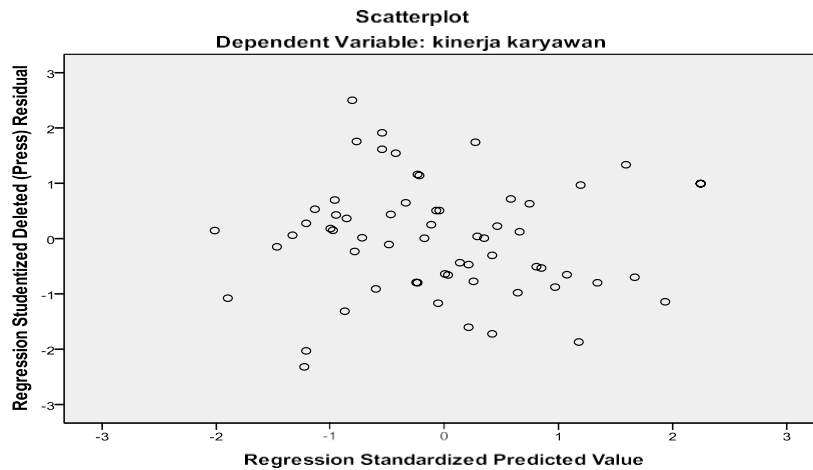


Figure 2. Heteroscedasticity Test Scatterplot Image

Based on the scatterplot image above, it can be seen that the variables in this study based on heteroscedasticity data testing can be interpreted that there is no heteroscedasticity in the research variables used. Because there is no clear pattern and the points are spread above and below the number 0 on the Y axis. So that the variable data used in this study can be used for further testing.

Research Hypothesis

Multiple Linear Regression

The results of data processing with SPSS about the effect of communication variables (X1) and job satisfaction (X2) on employee performance (Y) can be seen from the following table.

The following is the formula for multiple regression:

$$Y = + 1X_1 + 2X_2 + e$$

Table 2. Multiple Linear Regression Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	21,242	5.160		4.116	.000		
communication	.196	.088	.259	2.230	.029	.967	1.034
work discipline	.310	.104	.345	2,976	.004	.967	1.034

a. Dependent Variable: employee performance

Calculation data using a computer program, namely SPSS (Statistical Program For Social Science) version 18 was obtained.

$$\beta = 21,242$$

$$b_1 = 0.196$$

$$b_2 = 0.310$$

Based on the data above, the multiple linear regression equation that can be formulated is as follows:

$$Y = 21.242 + 0.196X_1 + 0.310X_2 + e$$

Conclusion:

1. The value of the regression coefficient $Y = 21.242$ shows that if the independent variables, namely Communication (X_1) and Work Discipline (X_2) are in a constant state, there is no change (equal to zero) then the employee performance (Y) is 21,242.
2. The value of the regression coefficient $X_1 = 0.196$ indicates that if communication is positive (good) it will increase by 100%, it will result in increased employee performance of PDAM Tirtanadi, North Sumatra.
3. The value of the regression coefficient $X_2 = 0.310$ shows that if discipline has increased by 100% it will improve the performance of PDAM Tirtanadi, North Sumatra.

Partial Test (t test)

The t-test basically aims to explain how far the goal is to explain how far the influence of one independent variable individually

The Effect of Communication (X1) on Employee Performance (Y)

Table 3. T-Test Table Variable X1 against Y

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	21,242	5.160			4.116	.000
communication	.196	.088	.259		2.230	.029
work discipline	.310	.104	.345		2,976	.004

a. Dependent Variable: employee performance

The t-test is used to determine whether individual communication has a significant relationship or not to the performance of processing SPSS for Windows version 18, so the t-test results can be obtained as follows:

$$t_{count} = 2.230$$

$$t_{table} = 2,000$$

From the decision-making criteria:

H_0 accept if $-t_{table} < t_{count} < t_{table}$ at $\alpha = 5\%$, $df = nk$ H_a

is rejected if $t_{count} > t_{table}$ or $-t_{count} < -t_{table}$

Based on the results of partial observations of the influence of Communication on Employee Performance, t_{count} is $2,230 > t_{table}$ is $2,000$ and has a significant number of $0.029 < 0.05$ means H_0 is rejected and H_a is accepted. Based on these results, it is concluded that

partially there is a significant effect of communication on employee performance. With the direction of the positive relationship, this shows a tendency to increase communication followed by an increase in employee performance at PDAM Tirtanadi, North Sumatra.

The Effect of Work Discipline (X2) on Employee Performance (Y)

Table 4. T-test table the effect of the X2 variable on Y

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	21,242	5.160			4.116	.000
communication	.196	.088	.259		2.230	.029
work discipline	.310	.104	.345		2,976	.004

a. Dependent Variable: employee performance

The t-test is used to determine whether individual work discipline has a significant relationship or not to the performance of processing SPSS for Windows version 18, so the results of the t-test can be obtained as follows:

$$T_{count} = 2,976$$

$$t_{table} = 2,000$$

From the decision-making criteria:

H_0 accept if $-t_{table} < t_{count} < t_{table}$ at $\alpha = 5\%$, $df = nk$ H_a is

rejected if $t_{count} > t_{table}$ or $-t_{count} < -t_{table}$

Based on the results of partial observations of the effect of work discipline on employee performance, t_{count} is 2,976 > t_{table} is 2,000 and has a significant number of 0.004 < 0.05, meaning H_0 is accepted and H_a is rejected. Based on these results, it can be concluded that partially there is a significant effect of work discipline on employee performance. With the direction of the positive relationship, this shows a tendency to increase work discipline followed by an increase in the performance of PDAM Tirtanadi North Sumatra employees.

F Uji test

The F (simultaneous) statistical test was conducted to determine whether the independent variables (independent) together had a significant effect or not on the dependent variable. Simultaneous test results can be performed in the following table:

Table 5. F Uji Test Table
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222,520	2	111.260	8,400	.001a
	Residual	794,750	60	13,246		
	Total	1017.270	62			

a. Predictors: (Constant), work discipline, communication

b. Dependent Variable: employee performance

$$F_{table} \text{ nk}-1 = 63-2-1 = 60 \text{ is } 3.15$$

$$F_{count} = 8,400$$

Based on the results of the F_{count} test in the table above, namely $8.400 > F_{table} 3.15$

then seen with the results of a significant probability value of $0.001 < 0.05$, then H_0 is rejected and H_a is accepted, while the F_{table} value based on $dk = nk-1 = 60$ with insignificant 5% is 3.20 . It can be concluded that there is a simultaneous significant effect of communication and work discipline on the employee performance of PDAM Tirtanadi, North Sumatra.

Coefficient of Determination

The coefficient of determination is large which indicates the magnitude of the variation in the dependent variable which can be explained by the independent variable. In other words, the coefficient of determination is used to measure how far the independent variables explain the dependent variable. The value of the coefficient of determination is determined by the value of R square as can be seen from the following table:

Table 6. Determination Test Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
dimension 1	468a	.219	.193	3.63948	1,901

a. Predictors: (Constant), work discipline, communication

b. Dependent Variable: employee performance

From the calculation results, it can be seen that the coefficient of determination obtained is 0.219. This means that 21.9% of the variation in employee performance variables (Y) is determined by the two independent variables, namely communication (X1) and work discipline (X2). While the remaining 78.1% is influenced by other variables not examined.

DISCUSSION

The discussion in this study will be described through hypotheses from the research based on the data analysis that has been done previously. For more details can be explained as follows:

The Effect of Communication on Employee Performance

Based on the results of the above study regarding the effect of communication on employee performance which states that $t_{count} 2,230 > 2,000 t_{table}$ and is in the area where H_0 rejects so that H_a is accepted (H_0 is rejected), so it can be concluded that there is a significant effect between communication on employee performance at PDAM Tirtanadi, North Sumatra. Communication has a significant effect on employee performance with a significant effect of $0.029 < 0.05$ this means "communication has a significant effect on employee performance". The results of this study are in accordance with the theory put forward by Mangkunegara (2013, p. 157) that communication is a feeling of pressure experienced by employees in dealing with work. Communication experienced by employees can have a positive impact. The results of this study are in line with the research of Cici (2013) which concluded that it concluded "that the relationship between communication and performance is not a unidirectional relationship that is linear, but is a non-linear relationship where the effect on performance depends on the level of stress a person feels. Because various pressures as a source of stress are relative to a person, the relationship between stress and performance becomes dependent on a person's ability to deal with stress.

The Effect of Work Discipline on Employee Performance Kinerja

Based on the results of the research above regarding the effect of work discipline on employee performance which states that $t_{count} 2,976 > t_{table}$ and t_{count} are in the reject area H_0 so that H_a is accepted (H_0 is rejected), so it can be concluded that there is a significant influence between work discipline on PDAM employee performance Tirtana in North Sumatra. Work discipline has a significant effect on employee performance with a significant effect of $0.004 < 0.05$ this means "work discipline has a significant effect on employee performance". The results of this study are in accordance with the theory proposed by Kreitner and Kinicki (2001, p. 224). Work discipline is an effective or emotional response to various aspects of one's work. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects. The results of this study are in line with the research of Muhammad Syafi'i (2010) which concluded that: "there is an effect of work discipline on employee performance. Together there is also an influence between compensation and work discipline on employee performance."

The Influence of Communication and Work Discipline on Employee Performance.

Based on the test results, it can be seen that the $F_{count} 8,400 > F_{table} 3,150$ with a significant level of $0.001 < 0.05$. Thus, it is concluded that communication and work discipline together have an influence on the performance of PDAM Tirtanadi employees, North Sumatra Province. The results of this study are in accordance with the theory put forward by Stephen P. Robbins (2006, p.110) that "the presence of communication does not necessarily imply lower performance" evidence shows that stress can have a positive or negative effect on employee performance. For many people, the stress level is low to moderate, they are likely to do a good job, by increasing alertness, ability to react, if the stress is high or the level is prolonged it will make employee performance decline. This is in line with previous research, Endang concluded that "if communication and work discipline increase, employee performance increases". The R-Square value is 0.219 or 21.9%, indicating about 21.9% of the Y variable (employee performance) can be explained by the communication variable (X1) and work discipline (X2) on employee performance (Y) and the remaining 78.1% is influenced by the variable others not investigated.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. The value of t_{count} is $2.230 > t_{table} 2,000$ and has a sig of $0.029 < 0.05$. This shows that there is a significant influence between communication (X1) on employee performance (Y) PDAM Tirtanadi, North Sumatra Province.
2. The value of t_{count} is $2,976 > t_{table} 2,000$ and has a sig of $0.004 < 0.05$. this shows that there is an effect of work discipline (X1) on employee performance (Y) PDAM Tirtanadi, North Sumatra Province.
3. Obtained the value of $F_{count} 8.400 > F_{table} 3.150$ with sig. 0.001 indicates H_0 is rejected. H_a is accepted, communication (X1) and work discipline (X2) have a slim and significant effect on employee performance (Y) PDAM Tirtanadi, North Sumatra Province.

Suggestion

1. In improving employee performance, PDAM Tirtanadi company should always pay attention to employee communication so that the authority given to employees must be in accordance with the amount of responsibility given so that employees can complete their tasks and also pay attention to the inconsistency of superiors in giving orders because it can cause employee conflicts.
2. To achieve and progress the company, companies must pay more attention to the level of work discipline by establishing effective management that can improve employee performance.
3. For companies, the results of this study should be taken into consideration to improve employee performance. The results of this study show positive results that communication and work discipline are improved, the performance will increase, so it is necessary to make decisions to improve work discipline and positive communication to improve employee performance and company goals will be achieved.

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