



THE EFFECT OF WORK COMMUNICATION, WORK MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT. ATREO AMNYNTAS MUBARAK BATAM

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Abstract

This study aims to analyse the influence of work communication, work motivation, and work discipline on employee performance at PT. Atreo Amnyntas Mubarak Batam. The study's background emphasises the importance of enhancing employee performance as a critical factor in organisational performance, particularly in addressing the challenges posed by competitive dynamics and evolving work environments. This research employs a quantitative methodology utilising a survey instrument targeting employees as respondents. Data were collected through questionnaires that had been tested for validity and reliability, and then analysed using multiple linear regression. The study's results indicate that partial work communication, work motivation, and work discipline have significant effects on employee performance. In addition, the results of simultaneous tests prove that work communication, work motivation, and work discipline together have a substantial effect on employee performance at PT. Atreo Amnyntas Mubarak Batam. These findings indicate that improving employee performance can be achieved through effective work communication management, continuous motivation, and consistent work discipline. At the same time, this study is anticipated to make theoretical contributions to the development of human resource management research and to make practical contributions to the company's management in formulating policies to improve employee performance.

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

INTRODUCTION

Planning, organising, directing, and controlling the resources of an organisation to achieve goals effectively and efficiently is the process referred to as management. Human resource management (HRM) is an essential component of contemporary businesses. Because the quality, behaviour, and performance of employees are significant factors in determining an organisation's success. Without proper human resource management, an organisation is unlikely to achieve its goals effectively, even if it possesses sufficient capital, technological resources, and natural resources. Studies conducted in recent years have demonstrated that effective management practices make a significant contribution to enhancing organisational performance and business competitiveness in an era characterised by globalisation and economic uncertainty (Robbins & Judge, 2022; Albrecht et al., 2022).

Employee performance indicates the extent of work accomplishment relative to the organisation's standards, objectives, and responsibilities. High performance signifies an alignment among individual competencies, motivation, and the organisation's work systems. Conversely, poor performance is frequently attributed to deficiencies in psychological and organisational factors, including ineffective communication, diminished motivation, and inadequate work discipline. Recent studies affirm that employee performance is affected not only by technical competencies but also by behavioural factors and a nurturing work environment (Koopmans et al., 2021; Imran et al., 2023).

PT. Atreo Amnyntas Mubarak Batam is a company operating in Batam City, characterised by a heterogeneous workforce and high work demands. In the face of competition and business dynamics,

companies need employees who perform optimally to achieve company goals sustainably. However, based on empirical conditions, employee performance at PT. Atreo Amnyntas Mubarak Batam is considered suboptimal, as reflected in declining work quality and increasing employee absenteeism, especially in the post-pandemic period.

Work communication plays a crucial role in aligning organisational goals with employee task performance. Ineffective communication between superiors and subordinates can lead to misunderstandings, conflict, and reduced performance. Recent research shows that open, transparent, and two-way communication positively impacts employee performance and job satisfaction (Men & Yue, 2021). In addition to communication, work motivation is an internal driver that determines employee intensity, direction, and persistence in their work. Highly motivated employees tend to perform better than those with low motivation. A study by Deci et al. (2021) confirmed that intrinsic and extrinsic motivation are strongly related to performance and work engagement. Work discipline is also a fundamental factor in increasing productivity and performance. Discipline reflects employees' awareness and willingness to comply with regulations, work standards, and organisational norms. Contemporary research shows that consistent and fair discipline implementation can improve performance while strengthening organisational culture (Susanti & Nugroho, 2024).

Based on the survey and initial observations at PT. Atreo Amnyntas Mubarak Batam, several problems were found that could affect employee performance. Communication problems are evident in the lack of effective interaction between superiors and subordinates, with employee input often receiving little attention and feedback provided being non-specific. In terms of motivation, some employees showed a decrease in work enthusiasm, which impacts the quality and quantity of work results. In addition, work discipline, particularly regarding punctuality and compliance with company regulations, still needs improvement. This condition indicates the importance of research on the influence of work communication, work motivation, and work discipline on employee performance as a basis for developing more effective HR management policies at PT. Atreo Amnyntas Mubarak Batam.

The phenomenon that underlies this research is the gap between the company's expectations for employee performance and the actual conditions at PT. Atreo Amnyntas Mubarak Batam. Amid demands for increased productivity and work quality, the company faces internal dynamics including suboptimal communication patterns, fluctuating employee motivation, and inconsistent work discipline. This phenomenon is exacerbated by post-pandemic work patterns that demand faster adaptation, while human resource readiness is not fully aligned with these changes. This condition results in employee performance failing to meet the company's expected standards, including punctuality, work quality, and target achievement. Therefore, an empirical study is needed to identify the factors that most dominantly influence employee performance.

The challenges encountered by PT. Atreo Amnyntas Mubarak Batam can be delineated across several principal dimensions. Initially, communication between superiors and subordinates has been ineffective and unidirectional, marked by ambiguous work instructions and vague feedback. Secondly, the work motivation of certain employees remains inadequate, as evidenced by a decrease in enthusiasm, initiative, and accountability in completing tasks. Third, work discipline has not been uniformly enforced, particularly concerning punctuality and adherence to company regulations. The aggregation of these issues directly undermines overall employee performance, necessitating the urgent development of human resource management policies informed by empirical research.

Studies have shown that work communication, work motivation, and work discipline are important determinants in improving employee performance. Men and Yue (2021) found that open and transparent internal communication significantly increases employee engagement and performance. Furthermore, Deci, Olafsen, and Ryan (2021) confirmed that work motivation, both intrinsic and extrinsic, has a strong positive relationship with employee performance and sustained productivity. Research by Albrecht et al. (2022) shows that human resource management practices that support employee motivation and empowerment directly improve individual performance. Imran et al. (2023), in the context of organisations in developing countries, demonstrated that the combination of effective communication and work motivation can improve employee performance even under dynamic organisational conditions.

Meanwhile, Susanti and Nugroho (2024) confirmed that consistently and fairly applied work discipline significantly improves employee performance and establishes a productive work culture. These findings reinforce the urgency of this study to empirically test the influence of work communication, work motivation, and work discipline on employee performance at PT. Atreo Amnyntas Mubarak Batam.

Although various studies have demonstrated that work communication, work motivation, and work discipline significantly influence employee performance, most have been conducted in the public sector or large-scale manufacturing companies and have focused on partial tests of inter-variable relationships. Furthermore, previous research has generally utilised relatively stable organisational contexts and has not fully considered the dynamics of post-pandemic work patterns that affect employee behaviour and performance. Another limitation is the limited number of empirical studies that simultaneously integrate these three variables within the context of medium-sized private companies in the Batam region, particularly those characterised by hierarchical work relationships. Therefore, a research gap remains regarding how work communication, work motivation, and work discipline collectively influence employee performance in organisations adapting to changing work environments and internal challenges.

This study's originality resides in the concurrent analysis of the effects of work communication, work motivation, and work discipline on employee performance, specifically within the empirical

context of PT. Atreo Amnyntas Mubarak Batam is a private enterprise situated in a strategic industrial zone. This study provides a post-pandemic contextual analysis, emphasising vertical communication, variations in work motivation, and the enforcement of work discipline as behavioural factors influencing employee performance. Consequently, the findings of this study are anticipated to enhance the corpus of empirical human resource management research and offer practical contributions through actionable, data-driven managerial policy recommendations aimed at sustainable employee performance enhancement.

LITERATURE REVIEW

Employee performance

Employee performance refers to an individual's level of achievement relative to organisational goals, work standards, and assigned responsibilities. Technical skills influence performance, but so do behavioural, psychological, and supporting managerial systems. Modern research confirms that employee performance is a combination of productivity, work quality, and contribution to an organisation's strategic goals, making it an important indicator of successful human resource management (Campbell & Wiernik, 2022; Pradhan & Jena, 2023).

Work Communication

Work communication is the process of exchanging information, meaning, and understanding among individuals within an organisation to support task execution and decision-making. Effective communication enables better work coordination, reduces errors, and increases clarity of employee roles and responsibilities. Empirical studies show that the quality of internal communication significantly impacts employee performance by increasing engagement, trust, and goal alignment between superiors and subordinates (Karanges et al., 2021; Kim & Park, 2022).

Motivation and Work Discipline

Work motivation is an internal and external drive that influences the intensity, direction, and persistence of employee behaviour at work. In contrast, work discipline reflects an employee's willingness to comply with organisational rules and standards. A good combination of motivation and discipline leads to consistent, responsible work behaviour. Recent research shows that motivation increases the willingness to work optimally, while discipline ensures that work behaviour remains within the rules, thereby simultaneously improving employee performance (Gagné et al., 2022; Tjosvold et al., 2021).

Framework of Thinking

The framework of this study is based on the premise that employee performance is a dependent variable influenced by behavioural and managerial factors within the organisation. Effective workplace communication facilitates the clear transmission of information, coordination, and task comprehension between superiors and subordinates, thereby fostering enhanced employee performance. Work motivation is an internal driver that influences employees' enthusiasm, intensity, and perseverance in completing work. Meanwhile, work discipline reflects employee compliance with company-set regulations and work standards, which impacts the consistency and quality of work results. These three independent variables complement each other and are simultaneously suspected to have a significant influence on employee performance at PT. Atreo Amnyntas Mubarak Batam, thus becoming the basis for formulating the research hypothesis.

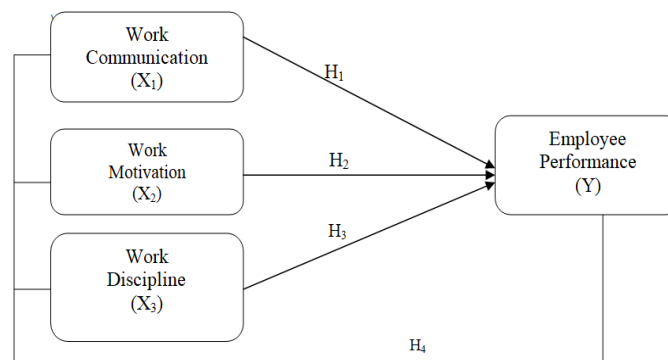


Figure 1 Thinking Framework

Research Hypothesis

A hypothesis is a tentative assumption whose truth remains to be tested. This hypothesis is intended to provide direction for research analysis.

1. There is an Influence of work communication on employee performance at PT. Atreo Amyntas Mubarak Batam.
2. There is an influence on work motivation, Employee Performance at PT. Atreo Amyntas Mubarak Batam.
3. There is an Influence of work discipline on employee performance at PT. Atreo Amyntas Mubarak Batam.
4. There is an influence of work communication, work motivation, and work discipline on Employee Performance at PT. Atreo Amyntas Mubarak Batam.

METHOD

Research methodology

Research methodology is a systematic framework used by researchers to obtain valid and reliable data to address the research problem. According to Sekaran and Bougie (2020), research methodology ensures that the processes of data collection, processing, and analysis are carried out objectively and can be scientifically accounted for. Therefore, this section describes in detail the

research location and time, the types and sources of data, the data collection methods, the population and sample, and the data analysis techniques used to test the effects of work communication, work motivation, and work discipline on employee performance at PT. Atreo Amnyntas Mubarak Batam.

Research Location and Schedule

The purpose of determining the research location is to clarify the research focus and limit the scope of discussion to align with the stated objectives. The location of this research is PT. Atreo Amnyntas Mubarak Batam was chosen because the company faces problems related to employee performance, suspected to be influenced by communication, motivation, and discipline at work. Selecting the appropriate research location is important for obtaining empirical data relevant to the research variables (Sugiyono, 2019). This research was conducted over five months, from July 2025 to November 2025, including the preparation stage, data collection, data processing, and the preparation of the research report.

Data Types and Sources

The data used in this study include both primary and secondary sources. Primary data is data obtained directly from the main source through research respondents, namely, employees of PT. Atreo Amnyntas Mubarak Batam. This data was collected through questionnaires and interviews to obtain actual information regarding work communication, work motivation, work discipline, and employee performance (Sekaran & Bougie, 2020). Meanwhile, secondary data is data obtained from textbooks, scientific journals, company reports, and previous research results relevant to the research topic, to strengthen the theoretical foundation and analysis of the research results (Sugiyono, 2019).

Method of collecting data

Data collection methods are the methods researchers use to obtain information that aligns with the research objectives. According to Sujarweni (2016), data collection techniques must be tailored to the type and characteristics of the data required. This study employed three data collection techniques: interviews, questionnaires, and literature review. Structured interviews were conducted with management and several employees to obtain in-depth data. A questionnaire served as the primary instrument, with respondents completing a list of written questions using a Likert scale. A literature review was conducted by reviewing books, scientific journals, and related literature to strengthen the conceptual basis of the research.

Population and Sample

A population is a generalised area consisting of objects or subjects that have specific characteristics determined by the researcher to be studied, and then conclusions are drawn (Sugiyono, 2019). The population in this study was all 79 employees of PT. Atreo Amnyntas Mubarak Batam. The sampling technique used was saturated sampling, which involves sampling all members of the population (Sugiyono, 2017). Thus, the sample size in this study was 79 respondents.

Data Analysis Tools

The data analysis in this study used a quantitative approach, including multiple linear regression. According to Simamora (2015), multiple linear regression is used to predict the effect of several independent variables on a single dependent variable. The regression model used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e.$$

Multiple correlation analysis is used to assess the strength of the relationship between independent and dependent variables (Priyatno, 2017). The coefficient of determination (R^2) is used to determine the extent of the independent variable's contribution in explaining the dependent variable (Priyatno, 2014). Furthermore, the F test is used to test the simultaneous influence of independent variables. In contrast, the t-test is used to test the partial influence of independent variables on employee performance (Ghozali, 2015).

RESULTS AND DISCUSSION

Research result

The research results section presents empirical findings from statistical analysis of the research data. The results are presented systematically, starting with testing the research instruments, then analysing the influence of partial variables, and finally analysing the influence of simultaneous variables. All testing was conducted using SPSS version 19.0 software to ensure the accuracy and reliability of the analysis results.

Validity and Reliability Test

Validity and reliability testing are conducted to ensure that the research instruments used accurately and consistently measure the research variables. Valid and reliable instruments are essential prerequisites for further statistical analysis.

Table 1. Results of the Validity Test of Research Instruments

Variables	Statement Items	Correlation Value	Sig. (p-value)	Information
Work Communication (X1)	X1.1	0.654	0,000	Valid
	X1.2	0.772	0,000	Valid
	X1.3	0.650	0,000	Valid
	X1.4	0.711	0,000	Valid
	X1.5	0.715	0,000	Valid
Work Motivation (X2)	X2.1	0.745	0,000	Valid
	X2.2	0.623	0,000	Valid

Variables	Statement Items	Correlation Value	Sig. (p-value)	Information
	X2.3	0.860	0,000	Valid
	X2.4	0.614	0,000	Valid
	X2.5	0.637	0,000	Valid
Work Discipline (X3)	X3.1	0.768	0,000	Valid
	X3.2	0.662	0,000	Valid
	X3.3	0.753	0,000	Valid
	X3.4	0.677	0,000	Valid
	X3.5	0.671	0,000	Valid
Employee Performance (Y)	Y1	0.762	0,000	Valid
	Y2	0.702	0,000	Valid
	Y3	0.751	0,000	Valid
	Y4	0.640	0,000	Valid
	Y5	0.710	0,000	Valid

Source: SPSS 19.0 Output

Based on Table 1, all statement items for the variables of work communication, work motivation, work discipline, and employee performance have significance values below 0.05. It indicates that each statement item accurately measures the intended construct. Therefore, all statements in the questionnaire are valid and suitable for use in further research analysis.

Table 2. Results of the Reliability Test of Research Instruments

No	Variables	Cronbach's Alpha	Critical Value	Information
1	Work Communication (X1)	0.772	0.60	Reliable
2	Work Motivation (X2)	0.753	0.60	Reliable
3	Work Discipline (X3)	0.781	0.60	Reliable
4	Employee Performance (Y)	0.716	0.60	Reliable

Source: SPSS 19.0 Output

The Cronbach's Alpha values for all variables were above 0.60, indicating that the research instrument had a good level of internal consistency. A reliable instrument will produce consistent data when measured repeatedly, making it suitable for this study.

Analysis of the Influence of Work Communication on Employee Performance

This analysis aims to test the partial influence of work communication on employee performance using simple linear regression.

Table 3. Results of Regression Analysis of Work Communication on Employee Performance

Model	R	R Square	t count	Sig.
X1 → Y	0.151	0.123	3,918	0.365

Source: SPSS 19.0 Output

The R-square value of 0.123 indicates that work communication accounts for 12.30% of employee performance. The calculated t-value is greater than the table t-value, indicating that work communication affects employee performance. However, the contribution of this variable is still relatively small compared to other variables.

Analysis of the Influence of Work Motivation on Employee Performance

This analysis was conducted to determine the extent to which work motivation influences employee performance.

Table 4. Results of Regression Analysis of Work Motivation on Employee Performance

Model	R	R Square	t count	Sig.
X2 → Y	0.276	0.126	4,459	0.009

Source: SPSS 19.0 Output

Work motivation accounts for 12.60% of employee performance. A significance value below 0.05 indicates that work motivation significantly influences employee performance and is a key driver of increased productivity.

Analysis of the Influence of Work Discipline on Employee Performance

This sub-chapter discusses the partial influence of work discipline on employee performance.

Table 5. Results of Regression Analysis of Work Discipline on Employee Performance

Model	R	R Square	t count	Sig.
X3 → Y	0.712	0.508	6,092	0,000

Source: SPSS 19.0 Output

Work discipline makes the most significant contribution to employee performance, accounting for 50.8%. The very high t-value indicates that work discipline is the dominant factor influencing employee performance at PT. Atreo Amnyntas Mubarak Batam.

Analysis of the Influence of Simultaneous Variables

This analysis aims to determine the influence of work communication, work motivation, and work discipline together on employee performance.

Table 6. Results of the F Test and the Coefficient of Simultaneous Determination

R	R Square	F count	Sig.
0.726	0.527	12,605	0,000

Source: SPSS 19.0 Output

The results of the simultaneous test showed that the three independent variables together significantly influenced employee performance, contributing 52.70%. It indicates that the combination of work communication, work motivation, and work discipline significantly determines employee performance levels.

Discussion

The purpose of this discussion is to provide an interpretation of the findings of the research that was conducted in Chapter IV by establishing connections between those findings and theories, concepts, and findings from earlier research. The discussion is carried out in great detail to provide a comprehensive understanding of the phenomenon under investigation, explaining the influence of

work communication, work motivation, and work discipline on employee performance, both partially and simultaneously.

1. The Influence of Work Communication on Employee Performance

The results of the study indicate that work communication has a positive influence on employee performance, although its contribution is relatively small compared to other variables. This finding indicates that effective communication between superiors and subordinates remains a crucial factor in supporting task execution, clarity of instructions, and work coordination; however, the weak contribution of work communication at PT. Atreo Amnyntas Mubarak Batam may be due to limited two-way communication and suboptimal feedback from leaders to employees.

These findings align with research by Men & Yue (2022), which found that internal communication significantly influences performance. However, its effectiveness depends heavily on the openness and quality of interactions between leaders and employees. Research by Kim and Park (2023) also found that one-way communication tends to be less effective at maximising performance. Therefore, these research findings reinforce the theory that work communication must be participatory to impact employee performance optimally.

2. The Influence of Work Motivation on Employee Performance

Work motivation has been shown to have a positive, significant impact on employee performance at PT. Atreo Amnyntas Mubarak Batam. Employees with a high work drive tend to demonstrate greater enthusiasm, perseverance, and responsibility in completing their work. It indicates that motivation acts as a psychological force that drives individuals to achieve company-set targets and work standards.

The results of this study are consistent with the motivation theory proposed by Deci, Olafsen, and Ryan (2021), which asserts that intrinsic and extrinsic motivation directly contribute to improving individual performance. Empirical research by Saragih et al. (2022) and Putri & Nugroho (2024) also found that work motivation significantly influences employee performance in the industrial and service sectors. Therefore, these research findings confirm that increasing work motivation through rewards, recognition, and opportunities for self-development is crucial for improving employee performance.

3. The Influence of Work Discipline on Employee Performance

Work discipline was the variable with the most dominant influence on employee performance in this study. The high contribution of work discipline indicates that compliance with regulations, punctuality, and consistency in carrying out work procedures significantly determine employee performance levels. It reflects that disciplined employees tend to have higher productivity and work quality.

These findings support those of Rahman et al. (2021), who state that work discipline is a primary determinant of performance, particularly in organisations with formal work systems. Research by Wijaya and Santoso (2023) also found that work discipline has a significant and more dominant influence than motivation and communication. These results reinforce the view that discipline is not only a control tool but also a mechanism for fostering professional and responsible work behaviour within an organisation.

4. The Simultaneous Influence of Work Communication, Work Motivation, and Work Discipline on Employee Performance

The results of the simultaneous test show that work communication, work motivation, and work discipline collectively have a significant influence on employee performance. This finding indicates that employee performance results from the interaction of various managerial and behavioural factors rather than from a single factor. The combination of effective communication, strong motivation, and consistent discipline will create a work environment conducive to improved performance.

These results align with Albrecht et al. (2022), who argue that the psychological and structural organisational factors influence employee performance. Research by Chen et al. (2023) also found that integrating communication, motivation, and discipline significantly increased work effectiveness. Thus, these research findings reinforce a holistic human resource management approach to improving employee performance.

CONCLUSION

Based on the analysis and discussion outlined in the previous chapters, this study has successfully demonstrated a significant influence of work communication, work motivation, and work discipline on employee performance at PT. Atreo Amnyntas Mubarak Batam, both partially and simultaneously. This finding indicates that employee performance does not stand alone but is influenced by various managerial factors and interrelated work behaviours within the organisational environment.

The partial hypothesis testing results indicate that work communication has a significant effect on employee performance, as evidenced by the calculated t value of 3.918, which exceeds the t table value of 1.667. It indicates that the clarity of information delivery, coordination of work, and communication between leaders and employees play an important role in supporting optimal performance. Furthermore, work motivation is also shown to have a significant effect on employee performance, with a calculated t value of 4.459, which exceeds the t table value of 1.667. This finding confirms that employees' internal and external motivation can increase enthusiasm, commitment, and responsibility in task performance.

Work discipline is the variable with the most decisive influence on employee performance, as indicated by a calculated t value of 6.092, which far exceeds the t table value of 1.667. It indicates that compliance with regulations, punctuality, and consistency in work are the main factors in improving employee performance. Simultaneously, work communication, work motivation, and work discipline are proven to have a significant influence on employee performance, with a calculated F value of 12.605 exceeding the F table value of 2.74. Thus, improving employee performance at PT can be concluded. Atreo Amnyntas Mubarak Batam is primarily determined by these three variables together.

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