

The Influence of Work Communication and Work Discipline on Employee Performance at PT. Asahi Denso

Dewi Puspasari¹, Kisthi Hanila Dewi², Henriawan Desan³
^{1,2,3} Universitas Sebelas April

Article Info

Article history:

Received Jun, 2024
Revised Jun, 2024
Accepted Jun, 2024

Keywords:

Digital Wallet
Product Variations
Purchasing Decisions

ABSTRACT

Work communication is the main door for the flow of all ideas, ideas, problems and can even lead to innovation in work efficiency. Then work discipline is an important element in the world of work to maintain stability or a conducive work atmosphere. These two variables certainly have a role in maintaining employee performance in the company. This research method uses quantitative survey research with variables of work communication, work discipline and employee performance. The research location is at PT Asahi Denso Indonesia. Data analysis uses regression testing on variables. The results of research on work communication and work discipline have a significant simultaneous effect on employee performance. Furthermore, work communication has no effect on employee performance, while work discipline actually has a big effect on employee performance.

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

Name: Dewi Puspasari
Institution: Universitas Sebelas April
Email: r.dewipuspasari2@gmail.com

1. INTRODUCTION

Human Resources is one of the most important components in an organization or company which cannot be separated from other tools in the company and requires good organization or management. Basically, human resource potential is a type of capital and plays a very important role in achieving organizational goals, therefore companies must implement human resource management as well as possible, because the success of an organization or company is not only based on technological superiority and the availability of capital alone. but the human resources factor is a very important factor. Organizational success relies heavily on effective human resource management and development. Without good human resource

management, technological advantages and capital will not be enough to achieve the desired success.

Employee performance is an important indicator in determining the success of a company. PT. Asahi Denso Indonesia Tbk, as a company engaged in automotive component manufacturing, faces challenges in maintaining and improving employee performance to remain competitive in the global market. In an effort to achieve this goal, work communication and work discipline are two very influential aspects.

Work communication plays a vital role in ensuring information flows effectively between various levels in an organization. Good communication can improve collaboration, minimize misunderstandings,

and ensure that all employees are working with the same goal. At PT. Asahi Denso Indonesia Tbk, effective communication is needed to coordinate production activities, ensure quality standards, and integrate operational processes.

Meanwhile, work discipline is another key factor that cannot be ignored. Work discipline reflects the level of employee compliance with company regulations and procedures, as well as their commitment to work responsibilities. Good discipline can create an orderly and efficient work environment, reduce errors, and increase productivity and quality of work results. At PT. Asahi Denso Indonesia Tbk, high work discipline is important to maintain strict production standards and meet customer deadlines.

These two factors, work communication and work discipline, have a close relationship and influence each other in shaping employee performance. This research aims to identify the extent to which work communication and work discipline influence employee performance at PT. Asahi Denso Indonesia Tbk, as well as providing recommendations to improve performance through improvements in these two aspects.

By understanding the influence of work communication and work discipline on employee performance, PT. Asahi Denso Indonesia Tbk can develop more effective strategies to increase employee productivity and work quality, which will ultimately support the achievement of overall company goals.

2. LITERATURE REVIEW

2.1 *Human Resource Management*

According to [1] explain that "Human resources are one of the important factors that determine the progress or decline of the organization. Every organization always strives to obtain human resources that can help in achieving the organization's

goals. If resources are managed well, they can increase the effectiveness and efficiency of the company to the maximum. The various problems faced today require companies to find appropriate and accurate solutions. Especially problems related to human resources within the company." According to [2] says that Human Resource Management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the organization, employees and society. [3] suggests that: *Human resource management is policies, practices, and systems that influence employees' behavior, attitudes, and performance.*" This means that human resource management is the policies, practices and systems that influence behavior, attitudes and performance. Furthermore, [4] says that: "*Human resource management is the activities of an organization.*" This means that human resource management is an activity designed to support and coordinate the human resources of an organization.

From the definitions of these experts, the author can conclude that human resource management is a stage or process of dealing with various internal and external problems within the scope of employees, employees, laborers, managers and other workers to be able to support the activities of a company or organization in order to achieve its goals. has been determined.

2.2 *Employee Performance*

The activity to determine the success or failure of a job carried out in an organization is

an assessment of the implementation of all previously planned activities. This activity is usually called performance appraisal.

Employee performance is basically the willingness of a person or group of individuals to carry out activities and perfect them in accordance with responsibilities with the results as expected and comparing the work results achieved by employees with predetermined standards. As explained by [5] in [6], "sees performance as the result of work related to organizational goals such as quality, efficiency and other criteria, while [6] defines performance as the final result of an activity which is one of the benchmarks for individual performance. Meanwhile,

according to [7] states that "performance is the result that has been achieved from what has been done, in terms of the relationship between effort, ability and task perception". According to [8] "performance is a universal concept which is the operational effectiveness of an organizational part, organizational part and work part based on established standards and criteria". From the definition above, it can be concluded that performance is the result of work that has been achieved by employees who are given to carry out their tasks based on their abilities.

According to [9] "performance indicators used to measure employee performance are as follows: 1) Quality of Work, the quality of work achieved based on conditions of suitability and high readiness will in turn give rise to awards

and progress and development of the organization through systematic increases in knowledge and skills in line with the demands of science and technology which are increasingly developing rapidly.

2) Time Determination (Pomptnees), relating to whether or not the work completion time matches the planned time target. Every job is attempted to be completed according to plan so as not to interfere with other work. 3) Initiative, having self-awareness to do something in carrying out tasks and responsibilities. Subordinates or employees can carry out tasks without having to depend continuously on superiors. 4) Capability, among several factors that influence a person's performance, it turns out that what can be intervened or treated through education and training are ability factors that can be developed. 5) Communication, is an interaction carried out by superiors with subordinates to express suggestions and opinions in solving the problems faced. Communication will lead to better cooperation and more harmonious relationships between employees and superiors, which can also create a feeling of shared destiny."

2.3 Work Communication

According to [10] who explains that communication is the process of transferring information, ideas, understanding from one person to another person who can interpret it according to the intended purpose. Meanwhile, according to [11],

communication is interpreted as an effort to encourage other people to interpret opinions as desired by the person who has that opinion. With communication, it is hoped that a point of equality and mutual understanding will be obtained. According to [12] "communication is the process of forming meaning between two or more people". According to [13] "communication is the capacity of individuals or groups to convey feelings, thoughts and desires to other individuals and groups".

From the experts' understanding and definition of communication above, it can be concluded that communication is a process in which someone conveys messages or information to other people in their activities.

Communication is the most important part of a company, good communication within a company is very important as the key to the success of the company itself, because every activity within the company must be communicated clearly and can be understood between one party and another in contact with each other, both verbally and writing. Effective communication according to [14] "these indicators are:

- 1) Trust with fellow employees
- 2) Co-workers can get along well
- 3) Relationships with colleagues are satisfactory
- 4) The organization encourages differences of opinion

- 5) The relationship between employees and management is good."

Meanwhile, according to [15] to be effective there are "4 indicators of communication, namely: 1) Comprehension, which is the ability to understand the message carefully as conveyed by the communicator.

In this case, communication is said to be effective if it is able to understand correctly. Meanwhile, a communicator is said to be effective if he succeeds in conveying the message carefully. 2) Enjoyment, if the communication process is not only successful in conveying information, it can also take place in a pleasant atmosphere for both parties. In fact, the purpose of communication is not just a message transaction, but it is also intended to have pleasant interactions with each other to foster human relationships. 3) Influence on attitude, if a communicant after receiving a message, then his attitude changes according to the meaning of the message. The act of influencing other people is part of everyday life in the office. In various situations we try to influence other people's attitudes and try to get other people to behave positively according to our wishes. 4) Improved relationships, that in the process of effective communication the level of interpersonal relationships inadvertently increases. "In offices, it often happens that communication is not carried out to convey information or influence

attitudes, but sometimes there is an implicit intention to the contrary, namely to build good relationships."

2.4 *Work Discipline*

Discipline is something that is very important for the growth of a company or organization, especially used to motivate employees to be able to discipline themselves in carrying out their work both individually and in teams. Apart from that, discipline is also very useful for educating employees to comply with and enjoy existing regulations, procedures and policies so as to produce good performance. As explained by [16], work discipline is a person's ability to regularly, persistently and continuously work in accordance with applicable rules without violating established rules. Meanwhile, according to [17] "work discipline is an attitude of respect, respect, obedience and obedience to applicable regulations and being able to carry them out and not evade accepting sanctions if he violates the duties and authority given to him." From the definition above, it can be concluded that discipline is a form of employee self-control and regular implementation to show the level of seriousness of the team working in a company.

According to [18] "the work discipline indicators are:

- 1) Goals and Abilities, goals and abilities influence the level of employee work discipline. The goals achieved must be clear and ideally set and sufficiently challenging for the employee's

abilities. This means that the objectives (work) assigned to employees must be in accordance with the abilities of the employee concerned, so that he or she works seriously and is disciplined in doing so.

- 2) Leader's Example, the leader's example plays a very important role in determining employee discipline because the leader is used as an example and role model by his subordinates. Leaders must set a good example, be well disciplined, honest, fair, and match their words with their actions.
- 3) Remuneration, remuneration influences employee work discipline because remuneration will give employees satisfaction and love for the company/work. If employees love their work better, their discipline will get better too.
- 4) Justice, fairness contributes to the realization of good work discipline. Justice is used as the basis for policy in providing remuneration or punishment which will stimulate the creation of good employee discipline.
- 5) Waskat, is the real and most effective action in realizing discipline in company employees.

- Waskat means that superiors must actively and directly supervise the behavior, morals, attitudes, passion for work and work performance of their subordinates.
- 6) Punishment sanctions play an important role in maintaining employee discipline. With increasingly severe penalties, employees will be increasingly afraid of breaking company regulations, employee attitudes and indiscipline will decrease.
 - 7) Assertiveness, firmness of leadership in taking action will affect the discipline of company employees. Leaders must be brave and firm, act to punish any employee who is indisciplined so that their leadership will be respected and recognized by their subordinates.
 - 8) Human Relations, harmonious human relations help create good discipline in a company. "Relationships, both vertical and horizontal, consisting of direct single relationships, direct group relationships and cross relationships, should be harmonious."

According to [19] "good work discipline can be seen from several indicators such as:

- 1) Frequency of attendance
- 2) Level of alertness
- 3) Adherence to work standards
- 4) Compliance with work regulations
- 5) Work ethics".

3 METHODS

The research method used is a survey research method. Neuman W Lawrence in [20] states that survey research is quantitative research, in survey research, the researcher asks several people about their beliefs, opinions, characteristics of an object and past or present behavior. This statement is in line with this research which reveals the current problem formulation.

Furthermore, regarding research design using a causal associative research design model. Causal associativity is a relationship that is cause and effect, therefore there are independent variables and dependent variables [21]. Communication and Work Discipline in this research are categorized as independent variables and Employee Performance as an influenced variable or dependent variable.

This research chose the company PT. Asahi Denso Indonesia in the Assembling division to fill out the questionnaire by existing respondents. Then, to determine the sample in this research, a purposive sampling technique was used, namely determining the sample using certain criteria. The criteria used to select respondents were employees in the Assembling division at the same level. By using these criteria, it is hoped that this research will obtain more relevant data, this is because the respondents have experiences that are more or less the same as those in the research variables.

According to Roscoe in [20], the appropriate sample size for research is

between 30 and 500. Based on this opinion, the number of samples set for research is 70 respondents. With various gender characteristics such as men and women. Research data comes from primary data, namely obtained directly from the first party.

The type of data obtained is interval/ratio data. The data collection technique uses a questionnaire which is distributed to respondents. The questionnaire uses answers on a Likert scale.

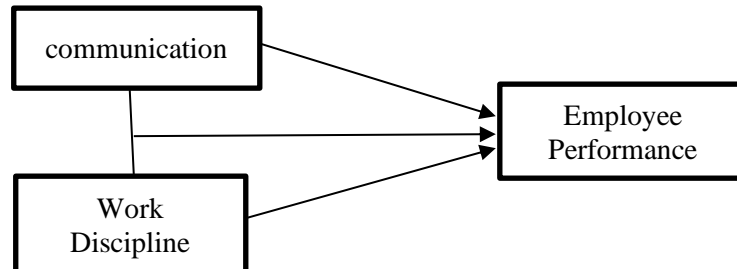


Figure 1. Research Paradigma

1. RESULTS AND DISCUSSION

4.1 Description of Respondents' Answer Results

After conducting research on the respondents, several descriptions of the questionnaire and the results of calculating

the simultaneous influence of each independent variable on the dependent variable have been produced. The following are the results of research that has been carried out.

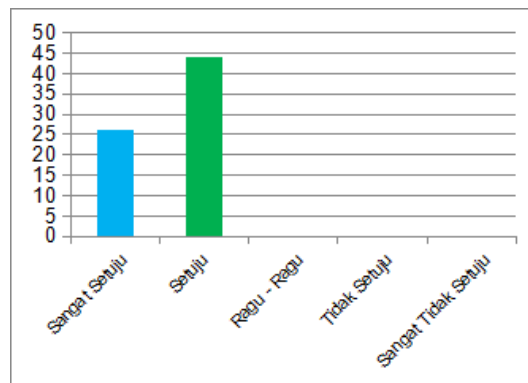


Figure 2. Data Graph for Statement 1 (Communication)

The graphic data in the image above is statement 1 in the questionnaire in the form of the sentence "I was given an assignment that was built on confidence in my abilities." The results of the answers to this question showed that 26 respondents (37.1%) answered strongly agree, 44 respondents (62.9%) agreed, 0 respondents (0%) were unsure, 0 respondents (0%) disagreed and 0 respondents (0%) answered strongly disagree.

The results of these answers illustrate that on average respondents felt that they were trusted to carry out the tasks or work given by their leaders. The tasks given may be based on the results of the leadership's evaluation regarding work time and the results of work that has been given previously.

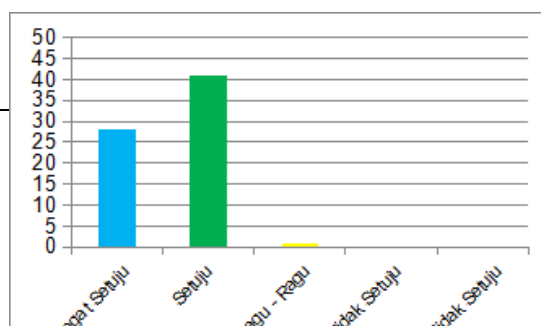


Figure 3. Data Graph for Statement 7 (Communication)

Based on the graphic data in the image above, it is statement 7 in the questionnaire in the form of the sentence "Attitude can encourage me to be more enthusiastic at work". The results of the answers to this question showed that 28 respondents (40%) answered strongly agree, 41 respondents (58.6%) agreed, 1 respondent (1.%) was unsure, 0 respondents (0%) disagreed and 0 respondents (0 %) answered strongly disagree.

This data shows that the enthusiastic attitude of surrounding employees and the respondents themselves makes the work situation more enthusiastic. In this way, relationships between employees really need to be paid attention to, this may lead to similarities in perceptions at work so that employees do not feel awkward when working with a team.

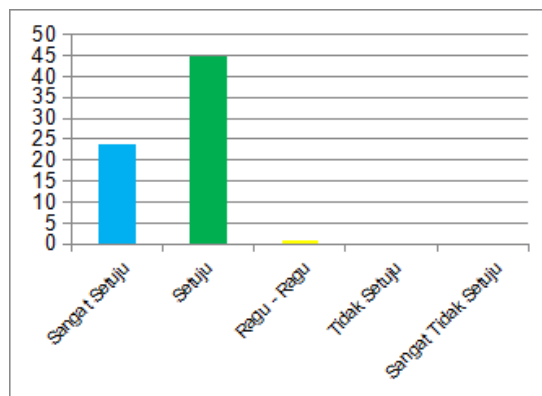


Figure 4. Data Graph for Statement 14 (Work Discipline)

Based on the graphic data in the image above, statement 14 in the questionnaire is in the form of the sentence "Leaders routinely give me advice and direction". The results of the answers to this question showed that 34 respondents (48.6%) answered strongly agree, 37 respondents (51.4%) agreed, 1 respondent (1.4%) was unsure, 0 respondents (0%) disagreed and 0 respondents (0%) answered strongly disagree.

This data illustrates that the consistency of leadership in providing work instructions and suggestions regarding the process or evaluation of work that has been carried out by employees is very well maintained. With this leadership consistency, it is hoped that the level of errors or the length of time the work is being carried out by employees will be reduced.

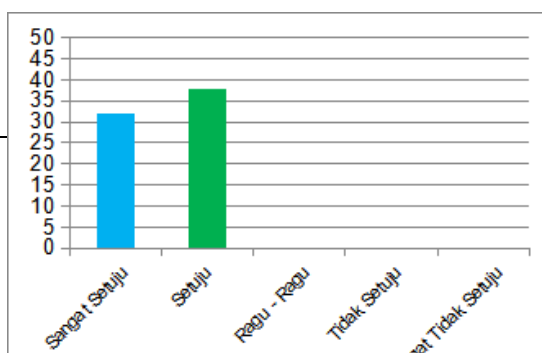


Figure 5. Data Graph for Statement 16 (Work Discipline)

Based on the graphic data in the image above, it is statement 16 in the questionnaire in the form of the sentence "I am aware of the importance of discipline that must be carried out". The results of the answers to this question showed that 32 respondents (45.7%) answered strongly agree, 38 respondents (54.3%) agreed, 0 respondents (0%) were unsure, 0 respondents (0%) disagreed and 0 respondents (0%) answered strongly disagree.

The results of the answers answered by respondents provide the conclusion that every employee has a responsible spirit embedded in them. They understand that no matter how small the work carried out is a series of processes that will have an impact on

the results of collaborative work between employees. Regardless of whether the work is done in parallel or sequentially, employees have good empathy for other employees who might continue the results of the work being done.

Validity Test

After testing the validity of the data with a total of 70 respondents, the r table was obtained at 0.235. A statement or question is declared valid if the Pearson correlation value or calculated r has exceeded the critical value or r table based on the opinion of Sarini & Taufik (2015:255). The following are the results of testing the validity of the data in the research:

Table 1. Unit Validity Test for Variable X1 Statement

Item	Nilai Korelasi Product Moment (R Hitung)	R Tabel	Kesimpulan
1	0.761	0.235	Valid
2	0.767	0.235	Valid
3	0.760	0.235	Valid
4	0.846	0.235	Valid
5	0.834	0.235	Valid
6	0.781	0.235	Valid
7	0.790	0.235	Valid
8	0.759	0.235	Valid
9	0.827	0.235	Valid
10	0.570	0.235	Valid

Table 2. Unit Validity Test for Variable X2 Statement

Item	Nilai Korelasi Product Moment (R Hitung)	R Tabel	Kesimpulan
1	0.665	0.235	Valid
2	0.815	0.235	Valid
3	0.824	0.235	Valid
4	0.798	0.235	Valid
5	0.660	0.235	Valid
6	0.795	0.235	Valid
7	0.857	0.235	Valid
8	0.818	0.235	Valid
9	0.452	0.235	Valid
10	0.785	0.235	Valid

Table 3. Unit Validity Test for Variable Y Statement

Item	Nilai Korelasi Product Moment (R Hitung)	R Tabel	Kesimpulan
1	0.650	0.235	Valid
2	0.573	0.235	Valid
3	0.588	0.235	Valid
4	0.582	0.235	Valid
5	0.731	0.235	Valid
6	0.756	0.235	Valid
7	0.705	0.235	Valid
8	0.773	0.235	Valid
9	0.762	0.235	Valid
10	0.699	0.235	Valid

After carrying out validity testing, valid results were obtained on 10 statement units for variable X1 and variable X2 obtained valid results on 10 statement units, then for variable Y obtained valid results on 10 statement units.

Reliability Test

The next stage is testing the reliability of the research data, according to Sarini & Taufik (2015:258) a variable is declared reliable if it exceeds the coefficient value (r table) of more than 0.60. The following is a table of research data reliability testing results:

Table 4. Research Data Reliability Test

Variabel	Cronbach's Alpha	Jumlah Item	R Tabel
(X1)	0.87	10	0.60
(X2)	0.88	10	0.60
(Y)	0.86	10	0.60

Looking at the results of table 4, the results obtained for the work communication variable (X1) are 0.87 which is greater than the

r table number, namely 0.60. Then for the work discipline variable (X2) it was obtained at 0.88 which is greater than the r table of 0.60.

Furthermore, for the employee performance variable, the result was 0.86, which was also greater than the r table value of 0.60. The

conclusion from the results of testing data for variables X1, X2 and Y is that the research data is declared reliable.

4.2 Regression Data Analysis

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.739	.731	2.276

a. Predictors: (Constant), Disiplin Kerja, Komunikasi

b. Dependent Variable: Kinerja Karyawan

In the model summary table, the r square value or coefficient of determination shows that this regression model has a value of 0.739. It can be interpreted that the

communication and work discipline on employee performance is included in the very strong category, namely 73.9%, while 26.1% is influenced by other variables.

Table 6. ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	982.366	2	491.183	94.807	.000 ^b
	Residual	347.120	67	5.181		
	Total	1329.486	69			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Disiplin Kerja, Komunikasi

In the Anova table, the results of the F significance level are 0.000, which is smaller than 0.050, so it can be interpreted that the

work communication and work discipline variables have a simultaneous influence on the purchasing decision variable.

Table 7. Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.184	3.086		-.060	.953		
	Komunikasi	-.022	.138	-.020	-.162	.872	.247	4.044
	Disiplin Kerja	.984	.141	.877	6.987	.000	.247	4.044

a. Dependent Variable: Kinerja Karyawan

Based on the SPSS calculation results in the Coefficients table, the calculated t value for the digital wallet variable is -0.162. This value is greater than the t table of 1.994. So, the value is -0.162 (t count) < 1.994 (t table), it can be interpreted that the work communication

variable does not have a significant effect on the employee performance variable. However, for the work discipline variable, the result was 6.987. This value turns out to be more than the t table value, 6.987 (t calculated) > 1.994 (t table) so it can be interpreted that the

work discipline variable has a significant effect on the employee performance variable. From the results of the SPSS calculations, there are differences in the influence of the independent variables on the respective dependent variables.

5. CONCLUSION

After analyzing data related to the influence of communication variables and work discipline on employee performance at PT Asahi Denso, interesting data was produced regarding the influence of variables, the explanation is as follows:

1. Work communication variables and work discipline variables simultaneously or simultaneously influence employee performance variables at PT Asahi Denso. These results illustrate that the work discipline strategy implemented in the company has an important role in maintaining the stability of employee performance.
2. The work communication variable does not have a significant effect on employee performance. Work communication remains important in all fields, but without work discipline it can be difficult to achieve the expected stable employee performance.
3. The work discipline variable turns out to have a significant effect on employee performance. In this way, the work discipline variable becomes the most dominant in this research. Work discipline is the main component in controlling employee performance.

After discussing the conclusions, perhaps some suggestions can help or provide solutions regarding the discussion of variables in research.

1. By maintaining or creating punctual habits, awareness of the impact of mistakes made or other matters of work discipline can help create a conducive work climate or atmosphere and mutual respect for each other's work between employees.
2. Work communication between employees, superiors and subordinates still needs to be prioritized for their presence at work. Communication is the gateway for all ideas, feelings, emotions and empathy that still need to be conveyed. In this way, it is hoped that it will further support employee performance that is increasingly harmonious with each of their strengths.

REFERENCES

- [1] F. H. Kalesaran, S. L. Mandey, and P. A. Mekel, "Pengaruh motivasi, penempatan kerja, dan pengembangan karir terhadap kinerja pegawai pada badan lingkungan hidup provinsi Sulawesi utara," *J. EMBA J. Ris. Ekon. Manajemen, Bisnis Dan Akunt.*, vol. 2, no. 4, 2014.
- [2] M. S. P. Hasibuan and H. M. S. P. Hasibuan, *Manajemen sumber daya manusia*. Bumi aksara, 2016.
- [3] R. Noe, *Fundamentals of Human Resource Management, Ebook*. McGraw Hill, 2015.
- [4] R. L. Mathis, J. H. Jackson, S. R. Valentine, and P. A. Meglich, *Human resource management*. Cengage learning, 2017.
- [5] K. J. Eschleman, J. Madsen, G. Alarcon, and A. Barelka, "Benefiting from creative activity: The positive relationships between creative activity, recovery experiences, and performance-related outcomes," *J. Occup. Organ. Psychol.*, vol. 87, no. 3, pp. 579–598, 2014, doi: 10.1111/joop.12064.
- [6] I. H. Yakin, "Pengaruh Budaya Organisasi, Iklim Organisasi dan Gaya Kepemimpinan Terhadap Komitmen Organisasi Serta Implikasinya Kepada Kinerja Pegawai Negeri Sipil di Kabupaten Garut," *Disertasi Progr. Dr. Ilmu Manaj. Fak. Ekon. Univ. Persada Indones. YAI*, 2015.
- [7] M. S. H. Rahamah Bivi, A. S. Paiko, A. Khairulmazmi, M. S. Akhtar, and A. S. Idris, "Control of basal stem rot disease in oil palm by supplementation of calcium, copper, and salicylic acid," *Plant Pathol. J.*, vol. 32, no. 5, pp. 396–406, 2016, doi: 10.5423/PPJ.OA.03.2016.0052.
- [8] S. Hidayah, "Analisis pengaruh disiplin kerja dan komunikasi terhadap Kinerja dengan mediasi motivasi kerja pegawai (studi kasus pegawai pada dinas kelautan dan perikanan kota semarang)," *J. Ekon. Manaj. Akunt.*, vol. 18, no. 31, 2015.
- [9] H. Samsuddin, "Kinerja Karyawan tinjauan dari dimensi gaya kepemimpinan, budaya organisasi dan komitmen organisasi," *Sidoarjo: Indomedia Pustaka*, 2018.
- [10] A. P. Mangkunegara, "Manajemen Sumber Daya Manusia Bandung: Remaja Rosda Karya," 2001.
- [11] A. V. Yudina, "the Increase of Motivation To Success of Employees From Production Collectives in Psychological Training," *Bull. Alfred Nobel Univ. Ser. "Pedagogy Psychol."*, vol. 1, no. 23, pp. 59–66, 2022, doi: 10.32342/2522-4115-2022-1-23-7.
- [12] S. F. Harahap and S. Tirtayasa, "Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu," *Maneggio J. Ilm. Magister Manaj.*, vol. 3, no. 1, pp. 120–135, 2020.
- [13] J. Effendi, "Human resources readiness of small medium enterprises (SMEs) for Halal Product in Indonesia," *Glob. Rev. Islam. Econ. Bus.*, vol. 10, no. 2, pp. 83–95, 2023.
- [14] A. P. Wardhani, L. B. Hasiolan, and M. M. Minarsih, "Pengaruh Lingkungan Kerja," *Komun. Dan Kepemimp. Terhadap Kinerja Pegawai (Studi kasus di*, 2016.
- [15] A. Fitriana, P. T. Nguyen, K. Shankar, S. Abadi, W. Hashim, and A. Maselena, "Decision support system of employee performance evaluation," 2019.
- [16] M. S. Hasibuan, "Manajemen Dasar, Pengertian dan Masalah (Vol. XII)," *Jakarta PT Bumi Aksara*, 2016.
- [17] J. Jufrizen, "Efek mediasi kepuasan kerja pada pengaruh kompensasi terhadap kinerja karyawan," *J. Ilm. Manaj. Dan Bisnis*, vol. 17, no. 1, 2016.
- [18] M. S. P. Hasibuan, "Manajemen sumber daya manusia, Jakarta: PT," *Bumi aksara*, 2003.
- [19] F. P. Sihombing, D. Lie, M. Butarbutar, and S. I. Thressa, "PENGARUH KOMUNIKASI DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA CAFĀ% KOPI MASSA KOKTONG LIM MING PEMATANGSIANTAR," *Sultanist J. Manaj. dan Keuang.*, vol. 4, no. 2, pp. 11–20, 2016.
- [20] P. D. Sugiyono, "Quantitative, qualitative, and R&D research methods," *Bandung(ALFABETA, Ed.)*, 2018.
- [21] S. Sugiyono, "Metode Penelitian Kualitatif . bandung: Alfabeta," *Google Sch. Alf.*, 2013.