

## THE EFFECT OF COMMUNICATION, DISCIPLINE, AND MOTIVATION OF EMPLOYEE PERFORMANCE OF PRODUCTION PART OF PT. BEKASI WEST EXTRUPACK

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**Abstract** - *This study aims to determine the effect of Communication, Discipline and Motivation on the Performance of PT. West Bekasi Extrupack.*

*The population of this research is the employees of the production section who work at PT. Extrupack by distributing questionnaires. The sampling method uses a non-probability sampling technique, with a total sample of 96 respondents. The strategy used in this study was a purposive sampling research strategy measured by the calculation of the coefficient of determination (partial and simultaneous) and hypothesis testing with SPSS 22.0.*

*The results showed that, (1) Partial communication significantly affected Employee Performance (2) Discipline partially did not significantly influence Employee Performance, (3) Work motivation partially had a significant effect on Employee Performance, (4) Communication, Discipline and Motivation Work simultaneously has a significant effect on employee performance*

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

**Abstrak**– Penelitian ini bertujuan untuk mengetahui pengaruh Komunikasi, Disiplin dan Motivasi terhadap Kinerja karyawan bagian produksi PT. Extrupack Bekasi Barat.

Populasi penelitian ini adalah karyawan bagian produksi yang bekerja di PT. Extrupack dengan menyebarkan kuesioner. Metode pengambilan sampel menggunakan teknik non probability sampling, dengan jumlah sampel sebanyak 96 responden. Strategi yang digunakan dalam penelitian ini adalah strategi penelitian purposive sampling yang diukur dengan perhitungan Koefisien Determinasi (parsial dan simultan) serta pengujian hipotesis dengan SPSS 22.0.

Hasil penelitian menunjukkan bahwa, (1) Komunikasi secara parsial berpengaruh signifikan terhadap Kinerja Karyawan (2) Disiplin secara parsial tidak berpengaruh signifikan terhadap Kinerja Karyawan, (3) Motivasi kerja secara parsial berpengaruh signifikan terhadap Kinerja Karyawan, (4) Komunikasi, Disiplin dan Motivasi Kerja secara simultan berpengaruh signifikan terhadap Kinerja Karyawan

**Kata Kunci:** *Komunikasi, Disiplin, Motivasi Kerja dan Kinerja Karyawan*

## I. PRELIMINARY

Human resources are the most important thing in a company because of their role as executor of the company's operational activities. In order for the company to be more developed, the company must have high quality human resources, such as having extensive knowledge and skills in accordance with their fields and efforts to manage the company as optimally as possible so that the company's goals can be achieved.

Based on observations made by researchers, the leadership also provides high motivation when employees are evaluating work and always provides solutions if employees make deviations and have difficulty working.

Table 1.1

PT Extrupack Employee Attendance Data

<b>List of Employee Attendance 2019</b>			
<b>Employees</b>	<b>Month</b>	<b>Attendance</b>	<b>Percentage</b>
<b>1-126 Employees</b>	Jan-19	13 employees	11%
	Feb-19	3 employees	2%
	Mar-19	0 employees	0%
	Apr-19	7 employees	8%
	May-19	4 employees	3%
	Jun-19	18 employees	15%
	Jul-19	9 employees	5%
	Aug-19	14 employees	10%
	Sep-19	6 employees	5%
	Oct-19	9 employees	8%
	Nov-19	15 employees	13%
	Dec-19	30 employees	20%
Total		128	100%

There is a fluctuation in the percentage of employee absenteeism at PT. Extrupack, which is caused for various reasons such as illness, leave and others. This condition really needs to be evaluated by the company, because a high level of absenteeism is an indication of low employee job satisfaction which will have an impact on the resulting performance. Based on the existing theory, if employees apply good communication, discipline and high work motivation that has been carried out by the leader should produce good performance, but in this case there is a gap (mismatch between theory and field facts) so it needs to be examined empirically. Based on the background described above, the researcher was interested in conducting research with the title "The Influence of Communication, Work Discipline and Motivation Against Employee Performance in the Production Section at PT. Extrupack

### 1.1. Formulation of the problem

Based on the background of the problems that have been stated above, the problem formulations to be discussed are as follows:

1. Is there any influence of communication on the performance of production employees at PT Extrupack?
2. Is there any influence of discipline on the performance of production employees at PT Extrupack?
3. Is there an effect of work motivation on the performance of production employees at PT Extrupack?

4. Is there an effect of communication, discipline and work motivation on the performance of employees in the production division of PT Extrupack?

### 1.2. Research purposes

The aim of this research is :

1. To find out whether there is an effect of communication on the performance of production employees at PT Extrupack.
2. To find out whether there is a disciplinary effect on the performance of employees of the production department of PT Extrupack.
3. To find out whether there is an influence of work motivation on the performance of production employees at PT Extrupack.
4. To find out whether there is an effect of communication, discipline, work motivation on the performance of production employees at PT. Extrupack.

## II. LITERATURE REVIEW

### 2.1. Definition of Communication

According to Bernard Berelson and Gary A. Steiner Mulyana (2013: 68), "Communication: the transmission of information, ideas, emotions, skills, etc. by using symbols, words, pictures, images, graphics, and so on. The act or process of transmission is what is called communication ". According to Gerald R. Miller Mulyana (2013: 68), "Communication occurs when a source delivers a message to the recipient with a conscious intention to influence the recipient's behavior".

### 2.2. Definition of Discipline

According to Rivai (2014: 825) that discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to fulfill all company regulations.

### 2.3. Definition of Motivation

According to Supriyono (2013: 11) Motivation is the ability to do something while motivation is the need, desire, drive to do something. A person's motivation is influenced by the intrinsic power stimuli that exist in the individual concerned. External stimuli may also influence motivation, but motivation itself reflects an individual's reaction to these stimuli.

### 2.4. Definition of Performance

According to Mangkunegara (2016: 67) the term performance comes from the word job performance or Actual Performance (work performance or actual achievement someone has achieved). The definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Performance is the result of a process that is referred to and measured over a certain period of time based on the provisions or agreements that have been previously established by Edison (2016: 190). According to Ricardianto (2018) performance is a description of the level of achievement of the implementation of an activity program or policy to realize target targets which include the goals of the organization's vision and mission which are regulated in the strategic plan of an organization.

### 2.5. Relationship between Research Variables

#### 2.5.1. Effect of Communication on Performance

000 <0.05, employee performance has a positive and significant effect on employee performance with the t-test results of 2.935 with a significance level of 0.005 <0.05. Communication, motivation, and work discipline simultaneously influence

employee performance with the results of the F test count 68.848 with a significance level of  $0.000 < 0.05$ .

Meanwhile, the results of research conducted by Yuwelina Mentaruk, Rudy Steven Wenas, Arrazi Hasan Jan, (2017) entitled "Analysis of the Influence of Organizational Culture, Work Discipline and Communication on Employee Performance (Case Study at Pt Angkasa Pura 1 (Persero) International Airport Branch Sam Ratulangi Manado "shows that the research method uses associative research methods with multiple linear regression analysis techniques. The study population numbered 168 employees, the sampling technique used was purposive sampling where the total sample of 118 respondents was calculated using the Slovin formula. The results showed simultaneously organizational culture (X1), work discipline (X2) and communication (X3) affect employee performance (Y), whereas partially work discipline (X2) and communication (X3) variables have a significant effect on employee performance (Y) while organizational culture (X1) has no significant effect on employee performance..

### **2.5.2. The Effect of Discipline on Performance**

According to Hasibuan (2012: 193), discipline is the most important HR operative function because the better the employee discipline, the higher the employee's performance. Work discipline is an important thing to maintain because by enforcing work discipline, employees can do their jobs according to the procedures and rules that have been set so that they can achieve optimal results. Good discipline from employees will show that a company can maintain and maintain the loyalty and quality of its employees. The results of research conducted by Roy Irawan, Handayani, (2018) entitled "The Effect of Discipline on Employee Performance at PT Relasi Abadi Jakarta" shows that simple linear regression, the value of the coefficient of determination (KD) is 37.4% with a correlation coefficient of 0.612. The result of the partial test (T test) shows that the significant effect of the work discipline variable on employee performance is that t is greater than t table. Based on these results it can be concluded that discipline has an effect on employee performance at PT Relations Abadi Jakarta.

While the results of research conducted by Erdiansyah, SE., MM (2016) entitled "The Influence of Work Discipline and Motivation on Employee Performance at CV Patakaran Palembang" shows that there is a significant influence simultaneously between discipline (X1) and work motivation (X2) on employee performance (Y). from multiple linear regression analysis, the equation value  $Y = 17.123 + 0.018 X1 + 0.591 X2$  explains ( $\alpha = 17.123$ ) employee performance, if without discipline and work motivation (X1 and X2 = 0), then the performance (Y) is only 17.123. ( $b1 = 0.018$ ,  $b2 = 0.591$ ). The multiple regression coefficient of  $b1 = 0.018$ ,  $b2 0.591$  indicates the increase in the level of employee performance (Y) for each increase in discipline (X1) and work motivation (X2). From the multiple correlation coefficient analysis, the correlation value (R) is 0.641a. This value shows a strong relationship between the discipline variable (X1) and work motivation (X2) on employee performance (Y). The strong point here is that there is a unidirectional relationship between the discipline variable (X1) and work motivation (X2) on employee performance (Y) which means that if the value of discipline (X1) and work motivation (X2) increases, the employee's performance level (Y) will increase. ride. From the analysis of the coefficient of determination, it explains the contribution value (R Square) of 0.410, which means that discipline (X1) and work motivation (X2) contribute 41% to employee performance (Y) at CV Patakaran Palembang. Meanwhile, the remaining 59% was contributed or contributed by other variables which were not researched. From the results of the calculation of the F test, it explains that the Fcount value is 9.743 with a Ftable value of 1.88, then the Fcount value = 9, 743 > Ftable 1.88. The significance value is 0.001b and the  $\alpha$  value is 0.05, then the significance value = 0.001b <  $\alpha = 0.05$ . H03 is rejected and Ha3 is accepted, which means that there is a significant influence between discipline (X1) and

work motivation (X2) on employee performance (Y) at CV Patakaran Palembang and Ha is rejected.

### 2.5.3. The Effect of Motivation on Performance

To reveal the relationship between work motivation and employee performance, Victor Vroom in Mangkunegara (2011: 122) states the relationship between motivation and performance is "That an employee will be willing to make greater efforts if it is believed that the effort will result in a good performance appraisal and that a good performance appraisal will result in greater rewards from the organization, such as bigger bonuses, salary increases, and promotions and all of which allow the person concerned to achieve his personal goals ". The results of research conducted by Sugiyatmi, Maria Magdalena Minarsih, Edward Gagah PT, (2016) entitled "The Influence of Motivation, Leadership Style and Work Environment on Work Discipline and its impact on Employee Performance at PT. Bina San Prima "The results of the research using multiple regression analysis are as follows: The t value of the influence of the motivation variable on employee work discipline is 2,695,> t table = 2.04 with a significance number = 0.011 < $\alpha$  = 0.05 so (significant) . Thus hypothesis 1 (H1) that there is an influence of motivation variable on employee work discipline at PT Bina San Prima is proven. Hypothesis test results show that the t value of the influence of the Leadership Style variable on employee job satisfaction is 2.412> t table = 2.04 with a significance number. = 0.022 < $\alpha$  = 0.05 so (significant). Thus, hypothesis 2 (H2) is that there is a variable influence of leadership style on work discipline of employees of PT Bina San Prima. The results of hypothesis testing show that the value of environmental variables (x3) (t count = 5.187> t table 2.04) with a significance number = 0.048 < $\alpha$  = 0.05 so (significant). Thus hypothesis 3 (H3) that there is an influence of work environment variables on employee work discipline is proven to have a partially positive and significant effect on work discipline of employees of PT Bina San Prima Terbukti. And if the work environment at PT Bina San Prima Semarang. Well, the work discipline will also improve. The t value of the influence of the work discipline variable on employee performance is 7.591> t table = 2.04 with a significance number = 0.000 < $\alpha$  = 0.05 so it is significant.

### 2.6. Hypothesis Development

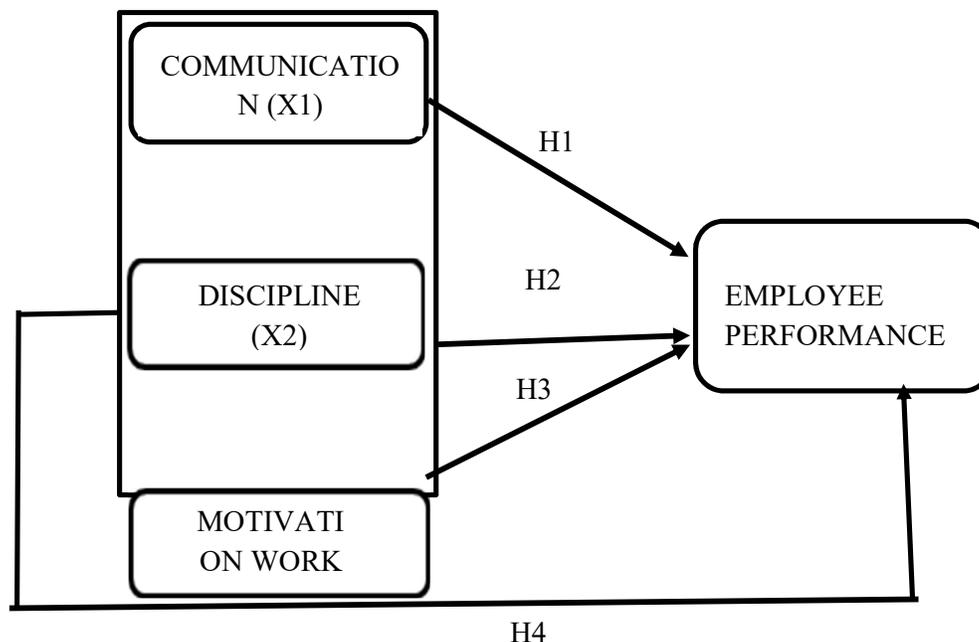
Based on the formulation of the research problem that has been described previously, the research hypothesis is as follows:

- H1: It is suspected that communication has an influence on the performance of employees of the production division of PT. Extrupack, West Bekasi.
- H2: It is suspected that discipline has an influence on the performance of employees of the production division of PT. Extrupack, West Bekasi.
- H3: It is suspected that work motivation has an influence on the performance of employees of the production division of PT. Extrupack, Bekasi Barat.
- H4: It is suspected that communication, discipline, work motivation have an influence on the performance of employees of the production department of PT. Extrupack, West Bekasi.

### 2.7. Research Conceptual Framework

Based on these thoughts, the framework of thought in this study can be stated as follows: Employee performance (Y) is influenced by Communication (X1), Discipline (X2), and Work Motivation (X3). Systematically, the framework of thought in this study can be seen in Figure 2.1 below.

Figure 2.1. Research Conceptual Framework  
then the framework in this research is:



### III. RESEARCH METHOD

#### 3.1. Research Strategy

Based on the objectives and form of the research conceptual framework, the strategy used in this research is descriptive research strategy, according to Sugiyono (2017: 35) "This descriptive research method is conducted to determine the existence of independent variables, either only in one or more variables (independent variables or independent variables) without making comparisons of the variables themselves and looking for relationships with other variables." which means that this research strategy aims to provide an explanation whether there is an influence between each variable, namely communication (X1), Discipline (X2), and Work Motivation (X3) as the independent variable and employee performance (Y) as the dependent variable.

#### 3.2. Population and Sample Research

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclude Sugiyono (2017: 80)

The general population in this study were all employees of the production division of PT. Extrupack, amounting to 126 people.

The sample is part or representative of the population under study or part of the object that represents. Arikunto in Riduwan (2014: 8) says that the sample is part representative of the population (part or representative of the population studied). The research sample is a portion of the population taken as a data source and can represent the entire population. The sample size in this study is determined by the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where

$n$  : Number of samples  
 $N$  : Total population of production employees of Pt.Extrupack  
 $E$  : Fault tolerance limit (*error tolerance*)

By using the Slovin formula:

$n = N / (1 + N e^2) = 126 \text{ employees} / (1 + 126 \times 0.05^2) = 95.81$  (rounded to 96) Thus, the required sample size is 96 employees of the production department of Pt.Extrupack.

From the results of the calculation of the formula above, the number of samples studied was 96 respondents of Pt.Extrupack employees

### 3.3. Data and Data Collection Methods

#### 3.3.1. Research data

When viewed from the data source, data collection can use primary data. Primary data according to Sugiyono (2017: 137) is a data source that directly provides data to data collectors. Primary data in this study are questionnaires distributed to respondents.

### 3.4. Data analysis method

#### 3.4.1. Data Processing Methods

The analysis method used is Multiple Linear Regression Analysis, which is to measure the magnitude of the influence between two or more independent variables on one dependent variable and predict the dependent variable using the independent variable Duwi Priyatno (2012: 127). In this study, the independent variable is communication, discipline, and work motivation, the dependent variable is employee performance. In this study, the data were analyzed using statistical processing software SPSS (Statistical Package for The Social Science) version 21.

#### 3.4.2. Data Presentation Methods

In this study, the data that has been collected will be presented in tabular form which is expected to facilitate research in analyzing and understanding the data, so that the data presented is more systematic.

### 1. Descriptive Statistics

Descriptive statistical test is used to describe the research variables, which include the mean, mode, median, minimum, maximum and standard deviation which aims to determine the distribution of the data being the research sample and provide an overview of the research variables so that it makes it easier for the reader to understand contextually.

### 2. Validity test

In research, it can be said to be valid if there are similarities in the data that have been collected with the facts of the data on the object under study. Valid shows the degree of consistency between the data that actually occurs on the object and the data that researchers can collect, Sugiyono (2016: 109). To find the validity value of an item, a correlation between the item score and the item's total is used. If the coefficient is equal to or above critical (0.16) then the item is declared valid but if the correlation value is below critical (0.16), then the item is declared invalid.

The research instrument is in the form of statements arranged based on the variables and indicators, the researcher distributes a statement in this instrument and respondents can provide perceptions. Pearson Product Moment Correlation is the formula used to test the validity of this instrument which is formulated as below:

$$r = \frac{n \sum X Y - (\sum X)(\sum Y)}{\sqrt{\{n \sum X^2 - (\sum X)^2\} \{n \sum Y^2 - (\sum Y)^2\}}}$$

Information:

- r = Correlation coefficient
- n = Number of samples (respondents)
- X = Item score obtained by subjects from all items
- Y = Total item score obtained from all items

Thus based on the results of r compared to the value of r table with degrees of freedom (n-2). If the value of  $r_{hitung} > r_{critical}$  (0.16), that means the statement is said to be valid or accurate. Test the validity of the questionnaire in this study using the help of the Statistical Product and Service Solution (SPSS) program.

### 3. Reliability Test

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if someone's answer to a question is consistent or stable over time. Then the Cronbach alpha value is  $> 0.60$ , then the instrument is declared reliable, Ghozali (2014: 45-46).

To find out the extent to which the measurement results remain consistent in the reliability test against the same symptoms by using the same measurement, the quality of the data obtained from the research instrument can be evaluated using the reliability test. In this study, researchers used the Spearman Brown formula to test the reliability:

$$r_i = \frac{2r_b}{1+r_b}$$

Information :

$r_i$  = instrument reliability

$r_b$  = The correlation coefficient between even and odd groups

$$r_b = \frac{(n \cdot \sum X_1 X_2) - (\sum X_1)(\sum X_2)}{\sqrt{\{(\sum X_1^2) - (\sum X_1)^2\} \{(\sum X_2^2) - (\sum X_2)^2\}}}$$

n = Number of sample members

$X_1$  = Total score of odd items

$X_2$  = Total score of even items

Sugiyono (2014: 75) states that the research instrument is said to be reliable if Cronbach alpha  $> 0.60$  or  $r_i > 0.60$ .

#### 3.4.3. Statistical Analysis of Data

To analyze the data statistics, it was done by inputting the data obtained through the respondents' answers which consisted of research variables. In this research, the analytical method used is the analysis of the coefficient of determination both partially and partly and hypothesis testing partially and simultaneously.

1. The following partial determination coefficient analysis:

Partial determination coefficient:

Partial determination coefficient is used to determine the contribution of the influence of certain independent variables to changes in the dependent variable.

- a. The coefficient of determination of  $X_1$  to Y partial determination with the formula:  
 $KD1 = (r_{Y1.23})^2 \times 100\%$
- b. The coefficient of determination of  $X_2$  on Y with the formula:  
 $KD2 = (r_{Y2.13})^2 \times 100\%$ .
- c. The coefficient of determination of  $X_3$  on Y with the formula
- d.  $KD3 = (r_{Y3.12})^2 \times 100\%$

2. Multiple coefficient of determination:

The multiple coefficient of determination serves to describe how much influence between the independent variables (independent variables) on the dependent variable (dependent variable) in this study. The coefficient of determination is known with the formula:

$$KD = (r_{Y123})^2 \times 100\%$$

#### 3.4.4. Hypothesis testing

After evaluating the outer model and inner model, then testing the hypothesis. Hypothesis is interpreted as a temporary answer to the formulation of research problems. The truth of the hypothesis must be proven through the collected data (Sugiyono, 2017: 159).

A hypothesis can be accepted or rejected statistically can be seen from the magnitude of the coefficient of determination obtained through the correlation coefficient, so it can be concluded that the coefficient of determination (%) by obtaining a p-value is smaller than 0.05 ( $\alpha$ ), then the variable is influenced by significant.

The following is used as a basis for decision making, namely:

1. Effect of communication (X1) on employee performance (Y)  
H0:  $\rho_{Y1.23} = 0$  Partially there is no positive and significant influence between communication on employee performance.  
Ha:  $\rho_{Y1.23} \neq 0$  Partially there is a positive and significant influence between communication on employee performance.  
Criteria:
  - a. H0 is rejected or Ha is accepted if the significance is  $< 0.05$ .
  - b. H0 is rejected or Ha is rejected if the significance is  $> 0.05$ .
2. Effect of discipline (X2) on employee performance (Y)  
H0:  $\rho_{Y2.13} = 0$  Partially there is no positive and significant influence between discipline on employee performance.  
Ha:  $\rho_{Y2.13} \neq 0$  Partially there is a positive and significant influence between discipline on employee performance.
  - a. H0 is rejected or Ha is accepted if the significance is  $< 0.05$ .
  - b. H0 is rejected or Ha is rejected if the significance is  $> 0.05$ .
3. Effect of work motivation (X3) on employee performance (Y)  
H0:  $\rho_{Y3.12} = 0$  Partially there is no positive and significant influence between motivation on employee performance.  
Ha:  $\rho_{Y3.12} \neq 0$  Partially there is a positive and significant influence between motivation on employee performance.
  - a. H0 is rejected or Ha is accepted if the significance is  $< 0.05$ .
  - b. H0 is rejected or Ha is rejected if the significance is  $> 0.05$ .

Simultaneous hypothesis testing:

H0:  $\rho_{Y123} = 0$ : The population correlation coefficient between communication, discipline and work motivation and employee performance is not significant.

Ha:  $\rho_{Y123} \neq 0$ : The population correlation coefficient between communication, discipline and work motivation and employee performance is significant.

Looking at the formula described above, it means that if:

- a. Determine the real level ( $\alpha$ ) of 5% (0.05)
- b. Testing Criteria

- c. H0 is accepted if the significance  $F \geq 0.05$ , which means that simultaneously there is no significant effect
- d. H0 is rejected if the significance  $F < 0.05$ , which means that it is simultaneously significant.
- e. Calculating the value of significance F is obtained from computerized calculations using the SPSS program version 21.0.
- f. Conclusion

#### IV. RESULTS AND DISCUSSION

##### 4.1. Description of Research Object

PT. Extrupack was founded by Jos Winata Wihardjadan Hubertus Dharma Wihardja in 1972 and started operations in 1976. PT. Extrupack is engaged in the production of aluminum tube packaging, currently located at Jl. Raya Bekasi, KM. 28.5 Bekasi West Java. At the beginning of the establishment of PT. Extrupack is only to meet the packaging needs of the local pharmaceutical industry with the first customers being the state-owned Kalbe Company and the government-owned Kimia Farma Company.

##### 4.2. Description of Research Results

The data in this study were collected through a survey method by distributing questionnaires to employees of the production division of PT. Extrupack Bekasi Barat. The total items in the statements in the questionnaire were 34 statements consisting of 10 statement items on communication, 9 statement items on discipline, 9 statement items on work motivation and 6 statement items on employee performance. The total number of questionnaires distributed was 96 employees of the production department at PT. Extrupack. The description of the research results is to explain the results of the research from the characteristics of the respondents and the results of the respondents' answers which can be tested through statistics, namely the validity test and the reliability test.

##### 4.2.1. Respondent Characteristics

From the results of research on employees at PT. Extrupack Bekasi Barat, questionnaires were distributed as many as 96 production employees who work at PT. Extrupack. When the research was conducted, the respondents came from various

Characteristics of respondents determined by the author, including gender, age, latest education and department:

**Table 4.1** Characteristics of Respondents Based on Gender

Gender	amount	Percentage
Men	36	38%
Woman	60	63%
Total	96	100%

*Source: Data processed (2020)*

Based on table 4.1 above shows that as many as 60 people with a percentage of 38% of the respondents were male, and 36 people were female with a percentage of 63%. This happened because most of PT Extrupack's employees were women who when asked to participate in filling out this questionnaire.

Age	amount	Percentage
<20 Years	25	26%

20 - <25 Years	26	37%
25- <30 years	16	22%
30- <35 Years	5	7%
> 35 Years	24	34%
Total	96	100%

**Table 4.2** Characteristics of Respondents by Age

Source: Data processed (2020)

Based on table 4.2 above, it shows that there are 25 people <20 years of age (26%), 26 people aged 20 - <25 years (37%), 16 people aged 25 - <30 years (22%), age 30 - <35 years as many as 5 people (7%), and aged  $\geq$  35 years as many as 24 people (34%). Thus, most of the employees who work at PT. Extrupack is 20-25 years old, when asked to participate in filling out the questionnaire.

**Table 4.3** Characteristics of Respondents Based on Latest Education

Length of work	amount	Percentage
High school	95	99%
DIPLOMA	0	0%
S1	1	1%
Total	96	100%

Source: Data processed (2020)

Based on table 4.3 above, it shows that the last education for junior high school was 0 people (0%), high school as many as 95 people (99%), diploma as many as 0 people (0%), S1 as many as people (1%). Thus, most of the employees' last education who worked at PT. Extrupack was last educated from high school, which at the time was asked to participate in filling out the questionnaire.

**Table 4.4** Characteristics of Respondents Based on Departments

Department	amount	Percentage
Printing operator	24	24%
Extruder Operators	18	19%
Finishing Operators	39	41%
Packer Operators	15	16%
Total	96	100%

Source: Data processed (2020)

Based on table 4.6 above, it shows that based on respondents from the Printing Operators department there were 24 people (24%), Extruder Operators were 18 people (19%), Finishing Operators were 39 people (41%), Packer Operators were 15 people (16%). Thus, mostly based on the department, there are more finishing operators as many as 39 people (41%) because the company requires a lot of employees who are skilled in finishing. So that the production employees at PT. Extrupack was dominated by finishing operator employees when asked to participate in filling out the questionnaire.

### 4.3. Variable Operational Test Results

#### 4.3.1. Descriptive statistics

Descriptive statistical presentation aims to describe the character of the sample in the study and provide descriptions of the variables used in the study. In this study the variables used are

**Table 4.5**  
**Descriptive statistics**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Communication	96	27.00	40.00	32.3646	3.02314
Discipline	96	24.00	36.00	29,8646	3.09709
Work motivation	96	23.00	36.00	28,9896	2,72800
Employee performance	96	16.00	24.00	19.3229	2.01831
Valid N (listwise)	96				

Table 4.5 above shows the results of descriptive statistical measurement of the communication variable in the minimum answer with a respondent of 27 and the maximum number of respondents is 40, with an average (mean) of 32.36 and a standard deviation of 3.023. Discipline variable in the minimum answer with a respondent of 24 and the maximum number of respondents is 36, with an average (mean) answer of 29.86 and a standard deviation of 3.097. Work Motivation Variable in the minimum answer with a respondent of 23 and the maximum number of respondents is 36, with an average (mean) answer of 28.98 and a standard deviation of 2.728. Employee Performance Variables in the minimum answer with a respondent of 16 and the maximum number of respondents is 24, with an average (mean) answer of 19.32 and standard deviation of 2.0183.

#### 4.3.2. Validity test

In research, it can be said to be valid if there are similarities in the data that have been collected with the facts of the data on the object under study. Valid shows the degree of consistency between the data that actually occurs on the object and the data that the researcher can collect (Sugiyono, 2016: 109). To find the validity value of an item, a correlation between the item score and the item's total is used. If the coefficient is equal to or above  $r_{critical}$  (0.1689) then the item is declared valid but if the correlation value is below critical (0.1689), then the item is declared invalid.

The validity test in this study used 96 production employees as respondents. Based on data from 96 respondents, there are 10 research questions from the communication variable (X1), and the results of the validity test can be seen in the following table:

##### 1. Validity Test of Communication Variables (X1)

The following are the results of data processing for the Communication instrument statement (X1) which consists of 10 statements, in table 4.5. The results of the communication validity test can be seen in the table below:

**Table 4.6** Validity Test Results per item Communication (X1)

Variable	No. Item	rhitung	critical	Conclusion
Communication (X1)	1	0.490	0.1689	Valid
	2	0.548	0.1689	Valid
	3	0.657	0.1689	Valid
	4	0.798	0.1689	Valid
	5	0.673	0.1689	Valid
	6	0.662	0.1689	Valid
	7	0.695	0.1689	Valid
	8	0.617	0.1689	Valid
	9	0.599	0.1689	Valid
	10	0.688	0.1689	Valid

Source: Data (2020) processed with SPSS

Based on the results of the calculations in table 4.5 above, all question items of the communication variable ( $X_1$ ) contained in the research instrument can be declared valid, because all of them have rcount values greater than rtabel or ( $r_{count} > 0.1689$ ). This means that data on communication variables can be carried out further statistical test research, namely reliability testing.

2. Discipline Variable Validity Test ( $X_2$ )

The following are the results of data processing for the Discipline instrument statement ( $X_2$ ) consisting of 9 statements, in table 4.6 The results of the discipline validity test can be seen in the table below:

**Table 4.7.** Results of Disciplinary Item Validity Test ( $X_2$ )

Variable	No. Item	rhitung	critical	Conclusion
Discipline ( $X_2$ )	1	0.701	0.1689	Valid
	2	0.806	0.1689	Valid
	3	0.692	0.1689	Valid
	4	0.787	0.1689	Valid
	5	0.737	0.1689	Valid
	6	0.627	0.1689	Valid
	7	0.654	0.1689	Valid
	8	0.694	0.1689	Valid
	9	0.772	0.1689	Valid

Source: Data (2020) processed with SPSS

Based on the results of calculations in table 4.6 above, all items of the Discipline variable question ( $X_2$ ) contained in the research instrument can be declared valid, because all of them have a value of r count greater than rtabel or ( $r_{count} > 0.1689$ ). This means that data on disciplinary variables can be carried out further statistical test research, namely the reliability test.

3. Test the Validity of Work Motivation Variables ( $X_3$ )

The following are the results of data processing for the statement of the Work Motivation instrument ( $X_3$ ) consisting of 9 statements, in table 4.7 The results of the validity test of work motivation can be seen in the table below:

**Table 4.8 .** Results of the Validity Test for Working Motivation Points ( $X_3$ )

Variable	No. Item	rhitung	critical	Conclusion
Work Motivation ( $X_3$ )	1	0.573	0.1689	Valid
	2	0.652	0.1689	Valid
	3	0.621	0.1689	Valid
	4	0.567	0.1689	Valid
	5	0.653	0.1689	Valid
	6	0.553	0.1689	Valid
	7	0.507	0.1689	Valid
	8	0.658	0.1689	Valid
	9	0.622	0.1689	Valid

Source: Data (2020) processed with SPSS

Based on the results of the calculations in table 4.7 above, all the question items of the Work Motivation variable (X3) contained in the research instrument can be declared valid, because all of them have rcount values greater than rtabel or (rcount > 0.1689). This means that the data on the work motivation variable can be carried out further statistical test research, namely the reliability test.

4. Validity Test of Employee Performance Variables (Y)

The following are the results of data processing for the Employee Performance (Y) instrument statement consisting of 9 statements, in table 4.8 The results of the validity test for employee performance can be seen in the table below:

**Table 4.9** Results of the Validity Test Results for Employee Performance (Y)

Variable	No. Item	rhitung	critical	Conclusion
Employee Performance (Y)	1	0.74	0.1689	Valid
	2	0.845	0.1689	Valid
	3	0.829	0.1689	Valid
	4	0.721	0.1689	Valid
	5	0.653	0.1689	Valid
	6	0.553	0.1689	Valid

Source: Data (2020) processed with SPSS

Based on the results of the calculations in table 4.8 above, all question items of the Employee Performance variable (Y) contained in the research instrument can be declared valid, because all of them have a value of r count greater than rtabel or (rcount > 0.1689). This means that the data on the Employee Performance variable can be carried out further statistical test research, namely the reliability test.

**4.4.3 Reliability Test**

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if someone's answer to a question is consistent or stable over time. Then the Cronbach Alpha ( $\alpha$ ) value > 0.60, then the instrument is declared reliable, Ghazali (2014, 45-46).

The reliability test in this study used 96 employees as respondents. Reliability test results can be seen in the following table:

**Table 4.10.** Reliability Test Results of Communication Variable Instruments (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
, 840	10

Source: Data (2020) processed with SPSS

The table above shows that the data from the results of the questionnaire answers to the 10 statement items that represent the Communication variable (X1) are declared

reliable. This is evidenced by the Cronbach Alpha ( $\alpha$ ) value of 0.840, where this value has exceeded 0.60.

**Table 4.11.** Reliability Test Results of Discipline Variable Instruments (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
, 758	9

*Source: Data (2020) processed with SPSS*

The table above shows that the data from the results of the questionnaire answers to the 9 statement items representing the Discipline variable (X2) are declared reliable. This is evidenced by the Cronbach Alpha ( $\alpha$ ) value of 0.883, where the value exceeds 0.60.

**Table 4.12.** Reliability Test Results of Work Motivation Instruments (X3)

Reliability Statistics	
Cronbach's Alpha	N of Items
, 883	9

*Source: Data (2020) processed with SPSS*

The table above shows that the data from the results of the questionnaire answers to the 9 statement items that represent the Work Motivation variable (X3) are declared reliable. This is evidenced by the Cronbach Alpha ( $\alpha$ ) value of 0.758, where the value exceeds 0.60.

**Table 4.13.** Employee Performance Instrument Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
, 847	6

*Source: Data (2020) processed with SPSS*

The table above shows that the data from the results of the questionnaire answers to the 6 statement items representing the Employee Performance variable (Y) are declared reliable. This is evidenced by the Cronbach Alpha ( $\alpha$ ) value of 0.847, where the value exceeds 0.60.

**4.4. Statistical Analysis of Data**

**4.4.1. Analysis of the coefficient of determination**

**4.4.1.1. Partial Determination Coefficient**

The coefficient of determination of partial X1 to Y (X2 and X3 is constant)

**Table 4.14.** Partial Determination Coefficient X1 (Communication)

<b>Correlations</b>				
Control Variables			Communication	Employee performance
Employee Discipline & Performance	Communication	Correlation	1,000	, 381
		Significance (2-tailed)		, 000
		df	0	92
	Employee performance	Correlation	, 381	1,000
		Significance (2-tailed)	, 000	
		df	92	0

From the results of data processing with SPSS version 21.0, the partial correlation coefficient between X1 and Y is 0.381, thus the coefficient of determination of Communication on Employee Performance can be calculated as follows:

$$KD_{1.232} = r_{y1.232} \times 100\% = 0.3812 \times 100\%$$

$$= 14.51\%$$

The results of the partial determination coefficient of Communication on Employee Performance with a percentage of 14.51%. So it can be interpreted that the influence of communication on employee performance is 14.51% and the remaining 85.49% is influenced by other variables.

1. The coefficient of determination of X2 to Y (X1 and X3 is constant)

**Table 4.15** Partial Determination Coefficient X2 (Discipline)

<b>Correlations</b>				
Control Variables			Discipline	Employee performance
Communication & Work Motivation	Discipline	Correlation	1,000	, 098
		Significance (2-tailed)		, 349
		df	0	92
	Employee performance	Correlation	, 098	1,000
		Significance (2-tailed)	, 349	
		df	92	0

From the results of data processing with SPSS version 21.0, the partial correlation coefficient between X2 and Y is 0.098, thus the coefficient of determination of discipline on employee performance can be calculated as follows:

$$\begin{aligned} KD1.232 &= r_{y1.232} \times 100\% \\ &= 0.0982 \times 100\% \\ &= 0.96\% \end{aligned}$$

The results of the partial determination coefficient of Discipline on Employee Performance with a percentage of 0.96%. So it can be interpreted that the influence of discipline on employee performance is 0.96% and the remaining 99.04% is influenced by other variables.

2. The coefficient of determination of partial X3 to Y (X1 and X2 are constant)

**Table 4.16** Partial determination coefficient X3 (Work Motivation)

Correlations			Work motivation	Employee performance
Control Variables				
Communication & Discipline	Work motivation	Correlation	1,000	,354
		Significance (2-tailed)		,000
		df	0	92
	Employee performance	Correlation	,354	1,000
		Significance (2-tailed)	,000	
		df	92	0

From the results of data processing with SPSS version 21.0, the partial correlation coefficient between X3 and Y is 0.354, thus the coefficient of determination of Discipline on Employee Performance can be calculated as follows:

$$\begin{aligned} KD1.232 &= r_{y1.232} \times 100\% \\ &= 0.3542 \times 100\% \\ &= 12.53\% \end{aligned}$$

The results of the partial determination coefficient of Discipline on Employee Performance with a percentage of 12.53%. So that it can be interpreted that the influence of discipline on employee performance is 12.53% and the remaining 87.47% is influenced by other variables.

#### 4.4.1.2. Multiple (Simultaneous) Determination Coefficient

The multiple coefficient of determination aims to determine the magnitude of the influence between variables together (simultaneously). From the calculations obtained from paired data between variables X1, X2, X3 against Y. After processing the data using the SPSS version 21.0 program, the simultaneous coefficient of determination will be obtained as follows:

**Table 4.17.**

Multiple Determination Coefficient Communication (X1), Discipline (X2), Work Motivation (X3) on Employee Performance (Y)

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate

1	.615a	, 379	, 358	1,617
a. Predictors: (Constant), Work Motivation, Communication, Discipline				

Source: Data (2020) processed with SPSS 21.0

Based on the results in the table above, the value of Adjustes R Square, which is between X1, X2, X3 and Y, produces a value of 0.379. This figure is used to see the magnitude of the influence of communication, discipline and work motivation on employee performance in this study using the calculation method as follows:

$$KDy_{123} = r^2 \times 100\%$$

$$= 0.379 \times 100\%$$

$$= 37.9\%$$

The coefficient of determination of the effect of communication, discipline, and work motivation together on employee performance is 0.379. Thus, this shows that employee performance is influenced by Communication, Discipline and Work Motivation by 37.9%, while the remaining 62.1% is influenced by other variables in this study.

#### 4.5. Hypothesis Testing Results

##### 4.5.1. Partial Hypothesis Testing (t test)

Partial hypothesis testing (t test), which is to find out whether each independent variable consisting of X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, have a positive and significant effect on the dependent variable (Y), if done separately.

**Table 4.18** Partial Hypothesis Testing Results (t test)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,511	2,263		1,110	, 270
	Communication	, 245	, 062	, 367	3,951	, 000
	Discipline	, 060	, 064	, 092	, 941	, 349
	Work motivation	, 244	, 067	, 330	3,635	, 000
a. Dependent Variable: Employee Performance						

Source: Data (2020) processed with SPSS 21.0

1. Partial Hypothesis Testing Effect of Communication (X1) on Employee Performance (Y)

Based on the results of data processing with SPSS version 21.0. Obtained a significant value on the communication variable of 0.000, which means  $0.000 < 0.05$ . So from that it can be concluded that partially there is a significant influence on the communication variable on employee performance in the production section of PT. Extrupack Bekasi Barat.

2. Partial Hypothesis Testing The Effect of Discipline (X2) on Employee Performance (Y)

Based on the results of data processing with SPSS version 21.0. Obtained an insignificant value on the discipline variable of 0.349, which means  $0.349 > 0.05$ . Therefore, it can be concluded that partially there is an insignificant influence, namely the discipline variable on the performance of employees of the production division of PT. Extrupack Bekasi Barat.

3. Partial Hypothesis Testing The Effect of Work Motivation (X3) on Employee Performance (Y)

Based on the results of data processing with SPSS version 21.0. Obtained a significant value on the work motivation variable of 0.000, which means  $0.000 < 0.05$ . Therefore it can be concluded that partially there is a significant effect of work motivation on the performance of employees of the production division of PT. Extrupack Bekasi Barat.

**4.5.2.2 Simultaneous Hypothesis Testing (F test)**

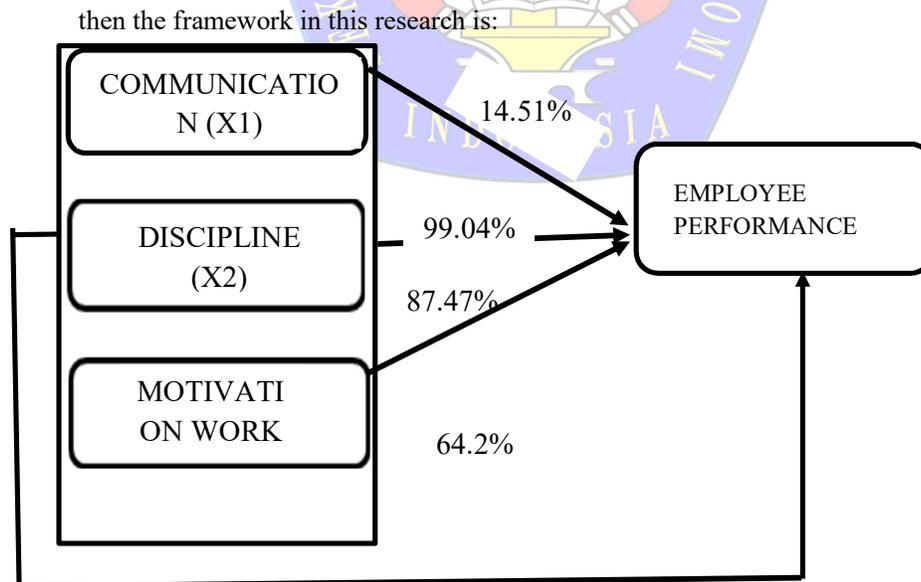
Simultaneous hypothesis testing (F test), which is to determine whether each independent variable consisting of X1, X2, X3, has a positive and significant effect on the dependent variable (Y), if carried out together.

**Table 4.19** Simultaneous Hypothesis Testing Results (F test)

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	146,508	3	48,836	18,683	.000b
	Residual	240,482	92	2,614		
	Total	386,990	95			

From the calculation results obtained using SPSS version 21.0. Simultaneous hypothesis testing, obtained a significant value of F on communication, discipline and work motivation on employee performance of 0.000. This means that the significant value is smaller than the real level ( $0.000 < 0.05$ ). So that  $H_0$  is rejected or  $H_a$  is accepted, then simultaneously there is a significant influence on communication, discipline and work motivation on the performance of employees of the production division of PT. Extrupack Bekasi Barat. This means that the better communication, discipline and work motivation of PT. Extrupack Bekasi Barat, the employee performance will increase.

**Figure 4.7.** Research Conceptual Framework



**4.5.3 Hypothesis Testing**

The hypothesis will be tested in this study using a significance level of 5% (0.05) as follows:

1. Partial testing

a. Effect of X1 on Y

$H_0: \rho_{1.23} = 0$  (partially the correlation coefficient between communication and employee performance is not significant)

$H_a: \rho_{1.23} \neq 0$  (partially the correlation coefficient between communication and employee performance is significant)

Based on table 4:17, hypothesis testing using SPSS version 21.0 produces a value of  $0.00 < 0.05$ . Thus it can be concluded that partially the correlation coefficient between communication variables and employee performance is significant.

b. Effect of X2 on Y

$H_0: \rho_{2.13} = 0$  (partially the correlation coefficient between discipline and employee performance is not significant)

$H_a: \rho_{2.13} \neq 0$  (partially the correlation coefficient between discipline and employee performance is not significant)

Based on table 4.17, hypothesis testing using SPSS version 21.0 produces a value of  $0.00 < 0.05$ . Thus it can be concluded that partially the correlation coefficient between discipline variables and employee performance is not significant.

c. Effect of X3 on Y

$H_0: \rho_{3.12} = 0$  (partially the correlation coefficient between work motivation and employee performance is not significant)

$H_a: \rho_{3.12} \neq 0$  (partially the correlation coefficient between work motivation and employee performance is significant)

Based on table 4:19 hypothesis testing using SPSS version 21.0 produces a value of  $0.00 < 0.05$ . Thus it can be concluded that partially the correlation coefficient between work motivation variables and employee performance is significant.

2. Simultaneous hypothesis testing X1, X2, X3 against Y:

$H_0: \rho_{123} = 0$ : The population correlation coefficient between communication, discipline and work motivation and employee performance is not significant.

$H_a: \rho_{123} \neq 0$ : The population correlation coefficient between communication, discipline and work motivation and employee performance is significant

Based on table 4:17, hypothesis testing using SPSS calculations obtained a significant F value of  $0.00 < 0.05$ . Thus it can be concluded that simultaneously the correlation coefficient between the variables of communication, discipline and work motivation with employee performance is significant.

#### 4.6. Research Findings

##### 4.6.1. Effect of Communication on Employee Performance

Communication proved to have a significant effect on employee performance at PT. West Bekasi Extrupack 14.51%. Thus, if communication can be implemented optimally, employee performance can be maximized. This is in accordance with the results of previous research by Zulfana Khongida, Nining Purnamaningsih, Daniel, (2018) that communication has a significant effect on the performance of employees of PT. Extrupack.

##### 4.6.2. Discipline on Employee Performance

The results showed that the discipline variable proved to have no significant effect on employee performance at PT Extrupack Bekasi Barat by 87.47%. Thus, if discipline can be applied properly, the performance of employees of the production division of PT. Extrupack could be better. This is in line with research conducted by Roy Irawan, Handayani, (2018) Based on these results it can be concluded that discipline has an effect

on employee performance. But according to research results Agung Setiawan (2013) which states that discipline does not affect employee performance.

#### 4.6.3. The Effect of Work Motivation on Employee Performance

The results showed that the work motivation variable proved to have a significant effect on employee performance at PT Extrupack Bekasi Barat by 87.47%. Thus, if work motivation can be applied properly, the performance of employees of the production division of PT. Extrupack could be better. This is in line with research conducted by Said Abdi Mohamad, Abdiaziz Ahmed Ibrahim and Jamal Mohamad Hussein (2017) which concludes that work motivation has a significant influence so that all employees must be motivated to ensure they are maintained and this will improve employee performance. In this way, the productivity and overall effectiveness of the organization can be increased.

#### 4.6.4. The Influence of Communication, Discipline, Work Motivation on Employee Performance

The results of the fourth hypothesis research for communication, discipline, work motivation variables obtained a correlation value of 0.358 and a significance value of 0.000 less than 0.05. Based on these results, H4 can be accepted and shows that simultaneously communication, discipline and work motivation have a positive and significant effect on employee performance by 64.2%. This shows that the better the communication, discipline, and work motivation of an employee, the better the employee's performance will be.

The results of this study support previous research conducted by Zulfana Khongida, Nining Purnamaningsih, Daniel, (2018) which states that communication, motivation, and work discipline simultaneously influence. Employee performance.

## V. CONCLUSIONS AND SUGGESTIONS

### 5.1. Conclusion

Based on the results of the research that has been done, the researcher draws conclusions from communication, discipline and work motivation on employee performance that:

1. Communication proved to have a significant effect on employee performance at PT. West Bekasi Extrupack 14.51%. Thus, if communication can be implemented properly, employee performance can be better. This is in line with previous research conducted by the first research by Zulfana Khongida, Nining Purnamaningsih, Daniel, (2018) that communication has a positive and significant effect on employee performance in a company, because without communication good in a company, it is likely that all activities that will be carried out by the company will not go according to the production target plan set by the company, guide, direct, and motivate employees to carry out employee duties and activities in order to achieve goals, vision and company mission. Refer to the communication indicators in the previous chapter and these indicators include: Openness, Empathy, Support, Positive Feelings and Similarity. but the situation in the field says that communication between the leaders with employees at PT. West Bekasi Extrupack is still less effective, in other words communication will have an impact on employee performance. Like the personality clash between co-workers, this personality clash is one of the initial triggers for the decline in employee performance.  
This can lead to a sense of distrust and insensitivity with fellow colleagues, and this is a significant problem. In addition to personality clashes between co-workers, there is also a sense of social jealousy among employees at PT. Extrupack Bekasi Barat.
2. The results showed that the discipline variable proved to have no significant effect on employee performance at PT Extrupack Bekasi Barat by 87.47%. Work discipline in PT. Extrupack has no effect on employee performance because disciplinary factors

cause employee creativity to be limited. PT Extrupack should provide a little freedom to employees in order to increase comfort at work.

3. The results showed that the work motivation variable proved to have a significant effect on employee performance at PT Extrupack Bekasi Barat by 87.47%. Thus, if work motivation can be applied properly, the performance of employees of the production division of PT. Extrupack with work motivation has a significant influence so that all employees must be motivated to ensure they are retained and this will improve employee performance. In this way, the productivity and overall effectiveness of the organization can be increased.
4. The results of the fourth hypothesis research for communication, discipline, work motivation variables obtained a correlation value of 0.358 and a significance value of 0.000 less than 0.05. Based on these results, H4 can be accepted and shows that simultaneously communication, discipline and work motivation have a positive and significant effect on employee performance by 64.2%. This shows that the better the communication, discipline, and work motivation of an employee, the better the employee's performance will be.

## **5.2. Suggestion**

Based on the results of the respondents' answers in the score tabulation, it is found that the acquisition of the smallest total score on each variable can be used as a suggestion, namely as follows:

1. PT. Extrupack maintains existing communication within the company, good communication will make employee performance even better or increase, in this communication it can be in the form of communication between employees or communication between superiors and subordinates. Communication also includes communication related to work problems so that work is completed quickly and work targets are met
2. Discipline in PT. Extrupack is one of the factors that must be considered in the company, because too much discipline can make employee performance decrease or it does not affect performance. Discipline is closely related to rules. Therefore freedom in the company is still needed in order to provide space for employees to increase creativity.

Work motivation needs to be maintained such as communication because motivation has an effect on employee psychology. Good motivation in company performance is providing input for employees to be more active in their work or to give appreciation for their performance..

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