



# The effect of communication, teamwork, and work motivation on employee performance at PT X in Batam city

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## ABSTRACT

This study investigates the influence of communication, teamwork, and work motivation on employee performance at PT X in Batam City. Using a quantitative research design, data were collected through structured questionnaires distributed to employees and analyzed using SPSS version 25. Statistical analyses, including t-tests and F-tests, revealed that communication, teamwork, and motivation each have a significant and positive effect on employee performance, both partially and simultaneously. The findings indicate that effective communication fosters clarity and cooperation, teamwork enhances collective productivity, and motivation drives employees to achieve organizational goals. These results are consistent with prior studies, confirming that organizational success strongly depends on the interplay between communication, teamwork, and motivation. The study concludes that strengthening these three factors can significantly improve employee performance and contribute to sustainable business growth at PT X.

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## 1. INTRODUCTION

Currently, companies play a vital role in achieving their vision and mission, especially through effective Human Resource (HR) management, which serves as a key determinant of success. The quality of HR strongly influences business performance, as employees' mindset and creativity enable the achievement of organizational goals. Human Resource Management (HRM) involves planning and organizing processes to reach company objectives (Leppa et al., 2021).

Performance refers to the results of work completed by individuals in line with their abilities and expertise (Gultom et al., 2023). Optimal HRM enables automotive companies to improve productivity, efficiency, and competitiveness. Thus, HRM at PT X in Batam City is essential and must be carefully managed.

PT X operates in the high-end automotive industry, where business operations involve complex coordination between sales, import logistics, technical maintenance, and customer service. The company's workload is characterized by strict delivery schedules, demanding performance standards, and a competitive sales environment that pressures employees to achieve monthly sales and service targets. The automotive work culture at PT X requires precision, rapid task execution, and strong collaboration between departments such as marketing, technical service, and administration. Within this context, communication, teamwork, and motivation emerge as the three most critical factors influencing performance because they directly affect coordination

efficiency, service quality, and employees' ability to meet production and service targets. These factors are considered more central than others (e.g., compensation or training) since operational success at PT X relies heavily on daily interdependence and discipline across teams managing high-value automotive products and services.

PT X operates as a distributor of various imported automotive brands, such as Lexus, Tesla, BMW, Audi, Porsche, Mercedes-Benz, Land Rover, Toyota, Jeep, Ferrari, and Lamborghini, and also provides after-sales services including workshops, window film, paint protection, and detailing. HRM in this company is closely linked to improving employee performance, which must be supported by adequate workforce capacity to ensure efficiency and effectiveness (Sigit Wicaksono et al., 2024).

Employee performance serves as an indicator of management quality. According to (Esra et al., 2024), it measures the extent to which human resources contribute to company growth. Maintaining high performance requires consistent HR management and policies aligning employee and company interests. (Komara & Al Giffari, 2023) define employee performance as an individual's achievement compared with operational standards or agreed targets.

At PT X, employee performance remains below expectations. Internal evaluations from January–June 2025 show average scores between 65.4–77.4, classified as “Fair,” with performance levels only 60–70%, far from the company's target of 90%. This indicates that productivity and efficiency are still suboptimal. Motivation is a key determinant of this outcome (Ningsih et al., 2022).

Work motivation is an internal or external drive that influences enthusiasm and effort toward achieving goals. (Sigit Wicaksono et al., 2024) emphasize its importance in preventing negligence, while (Komara & Al Giffari, 2023) highlight that motivation enhances performance, creativity, participation, and discipline. Employees with strong motivation tend to be more productive and responsible (Ningsih et al., 2022). However, motivation at PT X has declined due to poor work environment, low discipline, and internal conflicts, leading to reduced commitment and morale.

Disciplinary records from May–September 2025 show that among roughly 100–110 employees per month, 12–20 employees were late each month, totaling 82 late arrivals out of 531. This indicates low work discipline, closely linked to reduced motivation, weak supervision, and lack of responsibility.

Besides motivation, teamwork also influences performance. Teamwork allows individuals to achieve better results collectively (Esra et al., 2024). Effective teamwork accelerates task completion through communication, coordination, and mutual support (Gultom et al., 2023; Sembiring & Syarifuddin, 2024). However, at PT X, collaboration among divisions remains weak, employees often work individually without clear coordination, causing delays and inefficiencies.

Communication is another critical factor influencing performance. Poor communication between employees and supervisors often causes misunderstandings and reduces productivity (Sigit Wicaksono et al., 2024). Communication ensures that messages are clearly delivered and understood (Jahri et al., 2021). As (Alfian & Ayuni, 2025) note, ineffective communication can lead to operational problems.

At PT X, unclear instructions and limited interaction among employees have resulted in mistakes and unmet targets. Between January and June 2025, the company targeted 215 vehicles per month but achieved only 1,246 out of 1,290 vehicles, falling short by 44 units. This shortfall demonstrates that weak communication has disrupted workflow and performance. Although previous studies have examined the effects of communication, teamwork, and motivation on employee performance, most focused on manufacturing or service sectors in general contexts without considering the distinctive operational dynamics of automotive distributor environments. This study fills that research gap by exploring these three variables within the specific business context of PT X in Batam City, where employees face both technical and service-oriented performance pressures. The scientific contribution of this study lies in demonstrating how the interaction of communication, teamwork, and motivation functions simultaneously within a high-intensity, target-driven automotive work setting, offering new empirical insights relevant to human resource management in similar industries.

## 2. RESEARCH METHOD

This study employs a quantitative research design intended to examine the influence of communication, teamwork, and work motivation on employee performance at PT X in Batam City. The design allows objective measurement of relationships among variables through data obtained from questionnaires distributed to employees. The process involved instrument development, data collection, and statistical testing using validity, reliability, classical assumption, multiple regression, and hypothesis analyses to determine whether communication, teamwork, and motivation significantly affect performance (Leppa et al., 2021).

The dependent variable in this study is employee performance (Y), which refers to the measurable results of individual work performance influenced by other factors (Ali & Simamora, 2022). According to (Yuliantini & Suryatiningsih, 2021), employee performance can be assessed through indicators of achievement, measurement, and results. The independent variables consist of communication (X1), teamwork (X2), and work motivation (X3). Communication reflects mutual understanding between message senders and receivers (Fahraini & Syarif, 2022) and includes indicators such as relationships, happiness, influence, behavior, and understanding (Umniyyah & Kusuma, 2024). Teamwork is characterized by cooperation, trust, and cohesiveness among members to achieve shared goals (Ibrahim et al., 2021; Najati & Susanto, 2022). Work motivation, as the driving force that encourages employees to reach organizational objectives (Ramadani et al., 2021), consists of aspects of physical needs, security, social relationships, recognition, and self-actualization (Manurung & Siagian, 2024). All variables were measured using a Likert scale ranging from one (strongly disagree) to five (strongly agree) (Jahri et al., 2021).

The population of this research comprises all 112 employees of PT X in Komplek Bangun Sukses Showroom Sei Panas, Batam (Sugiyono, 2022). Sampling was determined using the Slovin formula with a 5% margin of error, resulting in a sample size of 82 respondents (Sulistiyowati, 2023). After determining the sample size, the study applied a proportional stratified random sampling technique to ensure fair representation of each division within PT X. The population of 112 employees was divided into key operational divisions, sales and marketing, technical service and workshop, administrative support, and customer care. Each division contributed respondents proportionally to its total workforce size. Within each stratum, respondents were randomly selected using employee rosters provided by the HR department. This procedure minimized selection bias and guaranteed that the perspectives of employees from both technical and non-technical units were adequately represented in the study. The data collected thus represent the population adequately and ensure statistical validity.

The research applied a quantitative approach to obtain measurable and objective findings (Al-Qaisi, 2023). The population of 112 employees at PT X consists of a diverse workforce structure, including 45 sales and marketing staff, 32 technical and workshop personnel, 20 administrative officers, and 15 customer service employees. Approximately 78% are permanent employees, while 22% are contract-based, with job levels ranging from operational staff to supervisory and managerial positions. Work schedules at PT X include both regular and rotating shifts, particularly for workshop and service employees who handle maintenance and delivery operations. These population characteristics are essential for contextualizing the measurement of communication, teamwork, motivation, and performance, as variations in job roles and shift patterns may influence interaction frequency and collaboration intensity among employees. Data were sourced from primary and secondary materials. Primary data were collected directly through questionnaires distributed to employees of PT X, while secondary data were obtained from relevant journals and credible online sources. These complementary sources provided both empirical and theoretical support for analysis.

Data collection was conducted through offline questionnaires, allowing the researcher to clarify unclear responses and ensure accuracy. The responses were scored using the Likert scale (Jahri et al., 2021). Data were analyzed through several stages, beginning with descriptive analysis to describe respondent characteristics and variable trends (Sugiyono, 2022). Instrument quality was tested using validity and reliability analyses. Validity testing employed the Product-Moment correlation (Yuliantini & Suryatiningsih, 2021), while reliability was measured using Cronbach's Alpha, where a coefficient above 0.6 indicates reliability (Nurhalizah & Oktiani, 2024).

Classical assumption tests were conducted before regression analysis. The normality test used the Kolmogorov–Smirnov method, with a significance value greater than 0.05 indicating normally distributed data. Multicollinearity was tested using tolerance ( $>0.10$ ) and VIF ( $<10$ ) values to ensure independence among variables (Arisanti et al., 2019). Heteroskedasticity was checked using scatterplots to confirm homogeneity of variance (Asmoro & Mahargiono, 2022).

The multiple linear regression analysis was then applied to evaluate how communication, teamwork, and work motivation affect employee performance simultaneously. The coefficient of determination ( $R^2$ ) was calculated to measure how much variation in performance could be explained by the independent variables. Hypotheses were tested using both t-tests and F-tests. The t-test examined the partial influence of each variable, where  $H_0$  was accepted if the t-value was smaller than the t-table value. The F-test assessed the simultaneous influence of all independent variables, where a significance value below 0.05 and an F-value greater than the F-table indicated a significant effect (Sahir, 2021). The research was conducted at PT X, Komplek Bangun Sukses Showroom Sei Panas, Batam, covering literature review, data collection, analysis, and report writing.

### 3. RESULTS AND DISCUSSIONS

#### Research Object Profile

This study examines the influence of communication, teamwork, and work motivation on employee performance at PT X, an automotive service and distribution company located in Batam City. Established in 2021, the company operates in the automotive service and maintenance sector, offering a wide range of services including workshops, coating, and protective film applications. With more than three years of operational experience, PT X has shown steady development and satisfactory performance, making it a suitable object for analyzing the dynamics between HR variables and employee performance.

#### Respondent Characteristics

The respondents in this study consist of 82 employees from various divisions at PT X, selected to represent the overall workforce. Based on gender, 48.8% are male and 51.2% are female, indicating a relatively balanced composition. In terms of age distribution, the largest group (56.1%) falls within 25–31 years old, followed by 25.6% aged 32–38 years, 14.6% aged 18–24 years, 2.4% aged 39–45 years, and 1.2% aged over 46 years, reflecting a predominantly young and productive workforce. Regarding educational background, 75.6% of respondents hold a high school or vocational diploma, 18.3% hold a bachelor's degree, 3.7% completed junior high school, 1.2% hold a postgraduate degree, and 1.2% completed elementary school. This suggests that most employees have a practical education suitable for technical and operational roles. In terms of departmental distribution, the Workshop Division comprises the largest share with 24.4%, followed by Coating (19.5%), Marketing and PPF (each 17.1%), Accounting (13.4%), and Editing (8.5%). The variation across departments ensures that the data collected reflects a comprehensive overview of the organization's workforce conditions.

#### Respondent Responses Description

Respondents' perceptions of each variable were measured using a Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The variable of Communication (X1), consisting of ten indicators, obtained an average score of 308.3, categorized as "fair." This indicates that communication among employees is generally adequate but still has room for improvement.

For Teamwork (X2), six indicators were analyzed, yielding an average score of 309.83, which also falls under the "fair" category. This suggests that collaboration exists but could be enhanced for better synergy.

The Work Motivation (X3) variable, measured by ten items, achieved an average score of 300, indicating moderate motivation levels among employees. Meanwhile, Employee Performance (Y), consisting of eight indicators, produced an average score of 304.12, classified as "fair." Collectively, these results suggest that communication, teamwork, and motivation within the company are functioning adequately but have not yet reached optimal levels.

### Data Analysis

Data quality was tested through validity and reliability analyses. The validity test results showed that all items had correlation coefficients (r-count) higher than the critical value (r-table = 0.217), confirming that all question items are valid. Reliability testing using Cronbach's Alpha yielded scores above 0.6 for all variables, Communication (0.726), Teamwork (0.700), Work Motivation (0.729), and Employee Performance (0.770), indicating high internal consistency.

Classical assumption testing confirmed that the data met the normality, multicollinearity, and heteroskedasticity requirements. The Kolmogorov-Smirnov test showed a significance value of  $0.200 > 0.05$ , confirming normal distribution. VIF values below 10 and tolerance values above 0.10 indicated no multicollinearity, while scatterplot analysis revealed no signs of heteroskedasticity.

The multiple linear regression analysis resulted in the following equation:

$$Y = -3.353 + 0.179X_1 + 0.753X_2 + 0.252X_3. \quad (1)$$

This shows that all independent variables, communication, teamwork, and work motivation, positively influence employee performance. The coefficient of determination ( $R^2$ ) was 0.884, meaning that 88.4% of employee performance variation can be explained by the three independent variables, while 11.6% is influenced by other factors not examined in this study.

### Hypothesis Testing

The t-test revealed that all three independent variables significantly affect employee performance. Communication ( $t = 4.193$ ,  $\text{sig} = 0.000 < 0.05$ ), teamwork ( $t = 9.913$ ,  $\text{sig} = 0.000 < 0.05$ ), and work motivation ( $t = 4.766$ ,  $\text{sig} = 0.000 < 0.05$ ) each have a positive and significant relationship with performance. Similarly, the F-test ( $F = 207.079$ ,  $\text{sig} = 0.000 < 0.05$ ) confirmed that all independent variables jointly influence employee performance at PT X.

### Discussion

Based on the results of data processing using SPSS version 25, the hypothesis related to the communication variable was accepted, indicating that communication has a strong and significant influence on employee performance at PT X in Batam City. The t-test results showed that the calculated t-value for communication was 4.193, exceeding the t-table value of 1.990, with a significance level of  $0.000 < 0.05$ . This finding confirms that communication ( $X_1$ ) plays a crucial role in enhancing employee performance at PT X. The large gap between the t-calculated and t-table values reinforces the conclusion that communication exerts a truly significant effect on performance. The higher t-value demonstrates that the better the communication within the company, the higher the resulting employee performance. In other words, effective communication quality makes a substantial contribution to performance improvement. This result is consistent with previous studies conducted by (Sigit Wicaksono et al., 2024), (Tamara et al., 2021), and (Alfian & Ayuni, 2025), which confirmed that communication has a significant effect on employee performance. Therefore, it can be concluded that effective communication is an essential factor in corporate success. The company must ensure that communication processes are effective, clear, and transparent so that employee performance can continuously improve and corporate goals can be achieved optimally.

The analysis using SPSS version 25 for the teamwork variable also demonstrated that teamwork significantly affects employee performance at PT X. The t-test produced a calculated t-value of 9.913, higher than the t-table value of 1.990, with a significance level of  $0.000 < 0.05$ , which means hypothesis H2 was accepted. This result indicates that teamwork exerts a very strong influence on employee performance, where an increase in teamwork corresponds to improved performance outcomes. The high t-value clearly shows that the more solid and coordinated the teamwork, the higher the level of work performance achieved. These findings are in line with previous research by (Esra et al., 2024), (Sembiring & Syarifuddin, 2024), (Alfian & Ayuni, 2025), and (Ibrahim et al., 2021), which stated that teamwork has a significant and positive influence on employee performance. Consequently, strengthening teamwork becomes a strategic priority for enhancing overall performance effectiveness.

The findings regarding work motivation were obtained using SPSS version 25 and showed that motivation significantly affects employee performance at PT X. The calculated t-value was 4.766, exceeding the t-table value of 1.990, with a significance level of  $0.000 < 0.05$ . These results

demonstrate that work motivation exerts a significant effect on performance, and that employees with higher motivation tend to exhibit superior performance outcomes. The high t-value confirms that as employees' motivation increases, their productivity and work quality improve accordingly. This result aligns with previous studies by (Wau & Purwanto, 2021), (Yonathan & S Barusman, 2025), and (Manurung & Siagian, 2024), all of which confirmed that work motivation has a significant and positive impact on employee performance. Therefore, efforts to enhance employee motivation should be a central focus for companies seeking to improve performance outcomes and organizational effectiveness.

The simultaneous influence of communication, teamwork, and work motivation on employee performance was tested using SPSS version 25 through the F-test, yielding a calculated F-value of 207.079, which was far higher than the F-table value of 2.72. This substantial difference indicates that communication, teamwork, and work motivation together have a strong and significant effect on employee performance. The high F-value suggests that these three independent variables jointly contribute greatly to performance enhancement. Therefore, it is essential for the company to continuously improve communication quality, strengthen teamwork, and maintain employee motivation to ensure optimal performance. These findings are consistent with previous studies, including (Sigit Wicaksono et al., 2024) and (Tamara et al., 2021), who demonstrated that communication collectively influences performance, as well as (Esra et al., 2024) and (Sembiring & Syarifuddin, 2024), who found that teamwork significantly affects performance. Similarly, (Wau & Purwanto, 2021) confirmed that work motivation influences employee performance. Thus, this study reinforces the empirical evidence that communication, teamwork, and motivation are crucial factors in achieving optimal employee performance within organizations.

### **Research Implications**

The findings of this study on the influence of communication, teamwork, and work motivation on employee performance at PT X in Batam City provide several key implications. The first implication concerns the role of communication, which was proven to have a significant impact on employee performance. The results indicate that the better the communication established within the organization, the more optimal the performance achieved. Effective communication helps clarify work processes, minimize errors, and enhance coordination among employees. Therefore, communication quality must be continuously improved to sustain high performance levels and efficient operations. In practical terms, PT X management should develop structured communication enhancement programs, such as monthly communication training workshops for supervisors and frontline staff to strengthen message clarity and feedback responsiveness. Additionally, implementing a daily briefing mechanism at the start of each shift, especially in the sales and workshop divisions, can help synchronize targets, clarify daily priorities, and reduce operational miscommunication. These steps would operationalize the empirical finding that communication ( $X_1$ ) exerts a strong influence on employee performance ( $Y$ ).

The second implication relates to teamwork, which showed a very strong positive influence on performance. Employees who demonstrate effective collaboration tend to achieve higher productivity and greater job satisfaction. Solid teamwork facilitates more efficient task completion, increases creativity, and strengthens workplace relationships. Hence, improving teamwork is a vital factor in promoting higher levels of employee performance at PT X. To translate this into managerial practice, PT X can introduce cross-divisional teamwork systems, including joint task projects that involve employees from sales, service, and administration divisions to encourage collaboration and shared accountability. Establishing regular interdepartmental coordination meetings and team performance recognition programs can also enhance trust and collective engagement. These initiatives directly reflect the strong second-order influence of teamwork ( $X_2$ ) on performance ( $Y$ ).

The third implication involves work motivation, which was found to have a significant and positive effect on performance. Employees with strong work motivation generally exhibit better productivity, commitment, and consistency in achieving organizational goals. High motivation encourages employees to exert greater effort in completing their responsibilities and reaching company targets. Therefore, maintaining and enhancing work motivation should be an ongoing

organizational priority to support sustained performance improvements. In response to the proven effect of motivation ( $X_3$ ) on employee performance ( $Y$ ), PT X should implement motivational reward schemes such as quarterly performance bonuses, peer recognition systems, and transparent career advancement opportunities. These programs would not only boost individual morale but also align employees' efforts with the company's strategic goals. Additionally, conducting employee satisfaction surveys twice a year can help management identify evolving motivational needs and adapt incentives accordingly.

Finally, this research emphasizes that communication, teamwork, and motivation collectively form the core determinants of employee performance. Each factor plays an integral role, both individually and simultaneously, in influencing outcomes. Consequently, companies such as PT X should focus on strengthening internal communication systems, fostering cohesive teamwork, and implementing motivation-enhancing strategies to ensure continuous growth in employee productivity and organizational success.

#### 4. CONCLUSION

The results of this study demonstrate that communication, teamwork, and work motivation each have a significant and positive effect on employee performance at PT X in Batam City, both individually and simultaneously. Effective communication strengthens coordination, reduces misunderstandings, and fosters a collaborative environment that enhances employee productivity. Strong teamwork encourages synergy and mutual support among employees, allowing complex tasks to be completed more efficiently and with higher quality. Meanwhile, high work motivation promotes commitment, responsibility, and enthusiasm, leading to improved individual and collective performance outcomes. The combined influence of these three factors, communication, teamwork, and motivation, creates a comprehensive framework for optimizing human resource effectiveness within the company. Therefore, management at PT X should prioritize continuous improvement in internal communication, foster cohesive teamwork, and implement motivational strategies that sustain employee engagement. Strengthening these dimensions will not only enhance individual performance but also contribute to long-term organizational success and competitiveness in the automotive industry. To ensure these improvements are sustainable rather than temporary initiatives, PT X management should integrate them into a long-term Human Resource Development (HRD) strategy. This includes institutionalizing communication training modules within the annual HR program, developing a standard operating system for cross-divisional teamwork, and embedding motivation and reward mechanisms into the company's performance appraisal framework. By incorporating these aspects into corporate policy and HR planning cycles, PT X can build a consistent culture of collaboration, open communication, and continuous motivation that aligns with its long-term business goals.

Future studies could expand this research by examining mediating or moderating variables, such as leadership style, organizational culture, or job satisfaction, that may influence the relationship between communication, teamwork, motivation, and performance. Moreover, comparative research across different automotive companies or industrial sectors in Batam could provide deeper insights into contextual factors affecting HR effectiveness and performance outcomes, thereby strengthening the theoretical and practical implications of this study.

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