

## Determinants of Employee Performance: Overview of Aspects of Communication, Work Stress and Compensation

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### Abstract

*This study aims to analyze the determinants of performance in terms of communication, work stress and compensation for college employees in Jakarta, the sample of this study is permanent employees not lecturers at private campuses in Jakarta. The method used is quantitative. The data collection technique used purposive sampling, where the respondents' criteria were permanent campus employees with a minimum of 2 years of service, questionnaires were distributed to 100 respondents, but only 85 questionnaires were complete and could be processed further. Distribution of questionnaires through google form during January to March 2022. The data analysis technique used is multiple linear regression by performing linearity test, normality test, assumption test classical, and hypothesis testing to test the significance of the effect together with the level of 5% significance. The results of this study indicate that partially and simultaneously Communication, Job Stress, and Compensation are determinant factors that have a significant effect on the performance of permanent employees at private campuses in Jakarta.*

### Keywords

employee performance;  
communication; work stress;  
compensation



### I. Introduction

Performance is the main focus in managing human resources, the company tries to encourage performance to reach the best level so that the company achieves the goals that have been set (A.A. Anwar Prabu Mangkunegara, 2017; Darda et al., 2022; Hasibuan & Hasibuan, 2016). However, efforts to encourage better employee performance are not easy, there are many determinant factors that influence it, for example work motivation, workload, leadership, remuneration, communication and so on. One way to improve employee performance can be carried out by the company, for example through training, education, compensation, motivating employees, and job guidance (Budihardjo, 2015; Manullang, 2012; Sosrowidigdo et al., 2011).

The phenomenon of private campus competition in Jakarta which is getting tougher in order to provide the best service for stakeholder satisfaction demands that the performance of its employees must be better. However, efforts to improve performance are not followed by improvements in the determinants or supporting factors, for example, attention to increasing competence in various aspects is still often neglected. Campuses as public entities must serve diverse communities, but the communication capabilities of campus employees are not very good, as well as the compatibility between workload and compensation is a problem that must be resolved. Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also

very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

One of the factors that affect performance is communication, which is a process of delivering information, thoughts or feelings of a person to others (Sundari & Okfitasari, 2017; Wandu et al., 2019; Widodo, 2011). Communication involves individuals in a group or organization and creates messages to adapt to one another (Syamsul Arifin & Setyohadi, 2016; Arizal et al., 2017; Mulyono, 2012). Communication is said to be effective if the sender and receiver of the message reach understanding and mutual understanding of what is being informed. Employees will always communicate, both with colleagues and also with superiors. If there is no communication, then all individuals in the company do not know what tasks must be carried out and planned in the company (Ardiansyah, 2016; Poniasih & Dewi, 2015).

Furthermore, work stress factors can also affect employee performance, work stress occurs if there is a workload that exceeds capabilities. Stress as a result of an imbalance between demands and the resources owned by the individual, the higher the gap, the higher the stress experienced by the individual, and will threaten (Asih et al., 2018). Stress is a condition of tension that affects a person's emotions, thought processes and conditions. Excessive stress can threaten a person's ability to deal with the environment. Stress is based on the assumption that inferred from physiological, behavioral, psychological and somatic symptoms and signs, is the result of a lack of compatibility between people (in terms of their personality, talents, and abilities) and their environment, which results in their inability to deal effectively with the various demands on themselves (Asih et al., 2018; Saputra, 2021). Stress is a common aspect of the work experience, most often expressed as job dissatisfaction, but it is also expressed in a strong affective state: anger, frustration, hostility, and irritation. A more passive response is also common, for example boredom and boredom (tedium), mental fatigue (burnout), fatigue (fatigue), helplessness, no hope, lack of passion, and a depressed mood (Asih et al., 2018; Kaswan, 2020). Excessive workload accompanied by poor communication between coworkers makes work stress worse.

Compensation is a very important determinant of performance, compensation is the reward received employees for the work they have done for the company (Lathifah, 2014; Sudaryo et al., 2018). Fair compensation is given according to the position and type of employee work (Samsul Arifin et al., 2019; Gunawan, 2011). Compensation will make employees get satisfaction at work, so it is expected to be able to maintain and improve performance (Hakim et al., 2021). Compensation is a factor that influence how and why people work for an organization and not other organizations. Employers must be able to provide competitive compensation with other companies so that individuals involved in the organization feel at home to survive, give good performance and don't move to another company (Mathis & Jackson, 2016).

This study discusses the determinants of employee performance on campus, where employee performance is uneven and employee performance can decrease for many reasons. The variables of communication, work stress, and compensation are aspects that are predicted to have an impact on employee performance.

## II. Review of Literature

### 2.1 Employee Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (A.A. Anwar Prabu Mangkunegara, 2017). Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Performance can be measured by its ability to complete the tasks and responsibilities given (Kasmir, 2018). The indicators that used to measure employee performance include (Kasmir, 2018):

1. Quality (quality)

The quality of work is measured by the process or result of the completion of a project activities approaching the point of perfection.

2. Quantity (quantity)

Is the resulting production can be shown in form of currency unit, number of units, or number of activity cycles resulting from

3. Time (timeframe)

Is a production result that can be achieved with a time limit previously set.

4. Supervision

Every work activity requires supervision so that it does not deviated from what was set.

5. Relations between employees

Employees are able to cooperate with each other, support each other to produce better work activities.

### 2.2 Communication

Communication is the process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose (Mangkunegara, 2015). Communication can be interpreted as a process of transferring or transferring meaning (transference of meaning), while in a somewhat complete manner, the term communication can be formulated as a process of delivering messages from one news source to the recipient through certain channels with the aim of getting a response from the recipient (Sinambela, 2016). Communication is the process of delivering messages by someone to other people to tell, change attitudes, opinions or behavior either directly orally or indirectly through the media. In this communication requires a reciprocal relationship between the delivery of messages and recipients namely communicators and communicants. (Hasbullah, et al. 2018)

According to Rivai (2011) the factors that generally affect communication include:

1. Position, level of position more or less affects the smooth communication between parties. Those who have higher positions are embarrassed to communicate with their subordinates, as well as those who feel awkward to communicate with their subordinates.
2. Separate place, work space (which may be far away) will affect communication, both between employees at the same level as well as between superiors and subordinates.
3. Communication tools, communication tools are very big influence in creating fluency in communication. However, at this time the problem of real tools is no longer a barrier because there are communication tools such as cellphones.
4. Overcrowding, busy work that is faced from time to time is a barrier to communication, especially in big cities with a dense work volume and requires extra caution. Here let alone to communicate, sometimes even to eat did not have time.



- H3 Compensation has a positive and significant effect on employee performance  
H4 Communication, work stress and compensation simultaneously have a positive and significant effect on employee performance

### III. Research Method

The object of research is on the determinants of employee performance from the aspect of communication, work stress and compensation to nonlecturer permanent employees in Jakarta. The instrument used in this research is the data obtained from distributing questionnaires to respondents, the questionnaires were arranged on a Likert scale of 1 to 5 and their distribution was assisted by google form. This research was conducted by distributing questionnaires to 100 respondents and carried out during January to March 2022. Sugiyono (2016) stated that the sampling technique (sampling) is the way researchers take a representative sample or sample from the available population, the sampling technique uses purposive sampling with The criteria for the sample criteria are campus employees with permanent employee status who have worked for more than 2 years and are willing to fill out a questionnaire. The data collected was processed using multiple regression method with the help of SPSS 26.00. The general form of the multiple linear regression equation used in this study is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Info.

- Y = Employee Performance  
 $\beta_0, \beta_1, \beta_2, \beta_3$  = Constant/Slope  
 $X_1$  = Communication  
 $X_2$  = Work Stress  
 $X_3$  = Compensation  
e = erorr

### IV. Result and Discussion

#### 4.1 Respondent Description

Questionnaires were distributed to 100 respondents, but only 85 were eligible for further data processing. The descriptive characteristics of the respondents are as follows.

**Table 1.** Respondent's Gender

| Gender | Amount Respondent | Prosentase (%) |
|--------|-------------------|----------------|
| Man    | 55                | 65%            |
| Woman  | 30                | 35%            |
| Amount | 85                | 100%           |

Based on the tabulation of data in Table 1, the majority of respondents in this study were male by 65 percent

**Table 2.** Age of Respondents

| Age             | Amount Respondent | Prosentase (%) |
|-----------------|-------------------|----------------|
| 26 Yrs - 30 Yrs | 16                | 19%            |
| 31 Yrs - 35 Yrs | 11                | 13%            |
| 36 Yrs - 40 Yrs | 35                | 41%            |
| > 40 Yrs        | 23                | 27%            |
| Amount          | 85                | 100%           |

Based on the tabulation of data in Table 2, the majority of respondents in this study were aged 36-40 years, namely 41 percent.

#### 4.2 Validity and Reliability Test

The instrument test in this study was carried out using validity and reliability tests. The validity test was carried out using the Product Moment Correlation Coefficient. In conducting the validity test, 20 samples were used, so that based on the r table, the significance level of 5% with the number of samples was 20, the r table was 0.294. Furthermore, a reliability test is carried out with the provision that the variable is said to be reliable if the Cronbach alpha value is  $> 0.60$ . The results of the reliability test showed that all items of the questionnaire questions could be said to be worthy of being research instruments and subsequently suitable to be used as measuring instruments.

**Table 3.** Validity Test

| Variable                  | Item | $r_{\text{count}}$ | $r_{\text{table}}$ | Info  |
|---------------------------|------|--------------------|--------------------|-------|
| <b>Communication (X1)</b> | 1    | 0.513              | 0.294              | Valid |
|                           | 2    | 0.413              | 0.294              | Valid |
|                           | 3    | 0.516              | 0.294              | Valid |
|                           | 4    | 0.559              | 0.294              | Valid |
|                           | 5    | 0.622              | 0.294              | Valid |
|                           | 6    | 0.488              | 0.294              | Valid |
|                           | 7    | 0.747              | 0.294              | Valid |
|                           | 8    | 0.517              | 0.294              | Valid |
| Variable                  | Item | $r_{\text{count}}$ | $r_{\text{table}}$ | Info  |
| <b>Work Stress (X2)</b>   | 1    | 0.625              | 0.294              | Valid |
|                           | 2    | 0.752              | 0.294              | Valid |
|                           | 3    | 0.743              | 0.294              | Valid |
|                           | 4    | 0.729              | 0.294              | Valid |
|                           | 5    | 0.663              | 0.294              | Valid |
|                           | 6    | 0.703              | 0.294              | Valid |
|                           | 7    | 0.725              | 0.294              | Valid |
|                           | 8    | 0.803              | 0.294              | Valid |
| Variable                  | Item | $r_{\text{count}}$ | $r_{\text{table}}$ | Info  |
| <b>Compensation (X3)</b>  | 1    | 0.623              | 0.294              | Valid |
|                           | 2    | 0.813              | 0.294              | Valid |



| Variable                 | Item | r <sub>count</sub> | r <sub>table</sub> | Info  |
|--------------------------|------|--------------------|--------------------|-------|
|                          | 3    | 0.756              | 0.294              | Valid |
|                          | 4    | 0.649              | 0.294              | Valid |
|                          | 5    | 0.482              | 0.294              | Valid |
|                          | 6    | 0.858              | 0.294              | Valid |
|                          | 7    | 0.637              | 0.294              | Valid |
|                          | 8    | 0.747              | 0.294              | Valid |
| Variable                 | Item | R <sub>count</sub> | r <sub>table</sub> | Info  |
| Employee Performance (Y) | 1    | 0.855              | 0.294              | Valid |
|                          | 2    | 0.753              | 0.294              | Valid |
|                          | 3    | 0.652              | 0.294              | Valid |
|                          | 4    | 0.771              | 0.294              | Valid |
|                          | 5    | 0.652              | 0.294              | Valid |
|                          | 6    | 0.409              | 0.294              | Valid |
|                          | 7    | 0.581              | 0.294              | Valid |
|                          | 8    | 0.754              | 0.294              | Valid |

From the results of the validity test for the variables in this study, it can be seen that the Correlated Item-Total Correlation value or  $r_{\text{count}} > r_{\text{table}}$ . It can be said that the respondents' answers to all variable statements in this study are valid.

**Table 4. Reliability Test**

| Variable             | Cronbach's Alpha | Info     |
|----------------------|------------------|----------|
| Communication        | 0.896            | Reliable |
| Work Stress          | 0.842            | Reliable |
| Compensation         | 0.884            | Reliable |
| Employee Performance | 0.862            | Reliable |

The results of the reliability test using SPSS above show that each of these variable instruments has a reliability value that meets the requirements and is declared reliable because the Cronbach's Alpha sign is more than 0.60.

### 4.3 Classic Assumption Test

#### a. Normality Test

**Table 4. Normality Test Results**  
One-Sample Kolmogorov-Smirnov Test

|                                  |                          | Unstandardized Residual |
|----------------------------------|--------------------------|-------------------------|
| N                                |                          | 85                      |
| Normal Parameters <sup>a,b</sup> | Mean                     | .0000000                |
|                                  | Std. Deviation           | 1.26320482              |
|                                  | Most Extreme Differences |                         |
|                                  | Absolute                 | .062                    |
|                                  | Positive                 | .062                    |

|                        |          |                     |
|------------------------|----------|---------------------|
|                        | Negative | -.059               |
| Test Statistic         |          | .062                |
| Asymp. Sig. (2-tailed) |          | .200 <sup>c,d</sup> |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on the results of the normality test in the table above, it can be seen that the Kolmogorov-Sminorv test value is 0.05, meaning that the research data is fairly normally distributed.

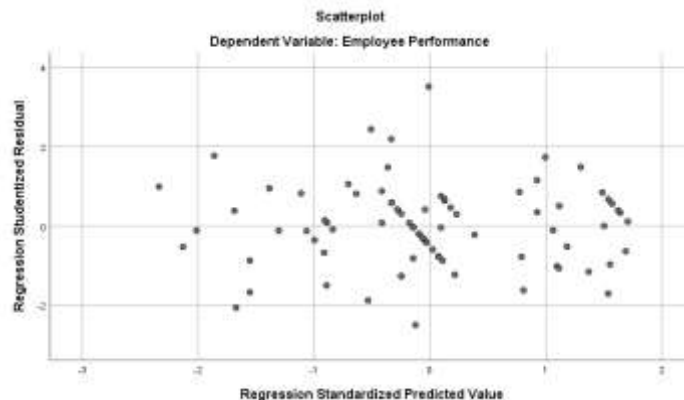
### b. Multicollinearity Test

**Table 5.** Multicollinearity Test Results

| Model |               | Collinearity Statistics |       |
|-------|---------------|-------------------------|-------|
|       |               | Tolerance               | VIF   |
| 1     | (Constant)    |                         |       |
|       | Communication | .280                    | 3.569 |
|       | Work Stress   | .226                    | 4.430 |
|       | Compensation  | .155                    | 6.463 |

From the results of testing the tolerance value for each independent variable is more than 0.1 ( $> 0.10$ ) and the Variance Inflation Factor (VIF) value is less than 10 ( $< 10$ ) so it can be concluded that there is no multicollinearity between the independent variables.

### c. Heteroscedasticity Test



**Figure 2.** Heteroscedasticity Test

### 4.4 Multiple Linear Regression

The multiple regression equation test in this study is intended to see the extent to which a model's ability to explain independent variable variation.



**Table 6.** Multiple Linear Regression Coefficients<sup>a</sup>

| Model |               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|-------|---------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|       |               | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1     | (Constant)    | -.956                       | 1.196      |                           | -.799 | .427 |                         |       |
|       | Communication | .216                        | .067       | .195                      | 3.238 | .002 | .280                    | 3.569 |
|       | Work Stress   | .354                        | .080       | .296                      | 4.422 | .000 | .226                    | 4.430 |
|       | Compensation  | .505                        | .079       | .515                      | 6.367 | .000 | .155                    | 6.463 |

a. Dependent Variable: Employee Performance

Based on the results of multiple regression analysis, then regression equation model obtained is:

$$Y = -0,956 + 0.216 X1 + 0.354 X2 + 0.505 X3 + e$$

The calculation of the regression coefficient of the Communication variable looks has a positive influence on employee performance. Variable coefficient test results Communication is 0.216, meaning that if the value of Communication goes up by 1 point while the other variables remain, then the Performance value

Employees will experience an increase of 0.216 points. Furthermore, the regression coefficient of the Work Stress variable is 0.354, indicating a positive correlation with Employee performance. This means that if the value of Work Stress increases by 1 point while other variables remain, then the value of Employee Performance will be increased by 0.354 points. Compensation variable regression coefficient calculation is 0.505, indicating an impact positive on employee performance. This means that if the value of Compensation increases by 1 point while other variables remain, then the Performance value Employees will experience an increase of 0.505 points.

## 4.5 Hypothesis testing

### a. t Test

This hypothesis test is carried out to find out whether there is/whether or not the influence of the independent variable with the dependent variable is Partial. Based on table 6, the results of the analysis between the independent variables, which consist of Communication, Work Stress, and Compensation for variables bound, namely Employee Performance.

1. The value of t count on the communication variable is greater than t-table, which is 3, > 1.98 and a significance value of 0.002 < 0.05, it can be concluded that communication partially affects employee performance.
2. The calculated t value for the work stress variable is greater than the t-table, which is 4.442 > 1.98 and the significance value is 0.000 < 0.05, so it can be concluded that work stress partially affects employee performance.
3. The calculated t value for the compensation variable is greater than the t-table, which is 6,367 > 1.98 and the significance value is 0.000 < 0.05, so it can be concluded that compensation partially affects employee performance.

### b. F-Test

This F-test is used to determine the effect of the independent variables simultaneously are Communication, Job Stress, and Compensation for Employee Performance.

**Table 7.** F test  
ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df | Mean Square | F       | Sig.              |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1     | Regression | 1499.068       | 3  | 499.689     | 301.966 | .000 <sup>b</sup> |
|       | Residual   | 134.038        | 81 | 1.655       |         |                   |
|       | Total      | 1633.106       | 84 |             |         |                   |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Communication, Work Stress

Based on the results of the F test calculation, it is obtained that the calculated F value is  $301.966 > F$  table 4.60 with a significant number (p-value)  $0.000 < 0.005$  then the simultaneous influence of communication variables, work stress and compensation has a significant effect on employee performance.

## V. Conclusion

The results of this study indicate that from 85 respondents, permanent employees of private campuses in Jakarta stated that communication has an effect on employee performance. This is because good communication within the company, employees can exchange information, ideas, thoughts, and employees can work well if there is communication between employees and with the leadership. work stress affects employee performance. This is because if workload, insufficient working time, work conflict, work climate unhealthy occurs in work activities, it can cause work stress that will be experienced by employees, if stress Work is not addressed, it will affect the performance that will result given by employees. Compensation effect on employee performance. This is because if the compensation received by employees is in accordance with the work made by the employee, the employee will provide good performance, so good compensation will make employee performance is increasing.

### Suggestion

1. The communication that has been going well so far will continue keep employees able to receive, understand messages, have empathy, and openness between fellow employees and superiors with the aim of improving employee performance.
2. The company should find a solution to overcome the problem Work stress experienced by employees, for example by holding activities in the form of sports together or arts which can be done once in a while with the aim of creating or enhance cooperative relations and foster a sense of solidarity among employees who can also relieve work stress.
3. In increasing compensation, the company can provide full attention and make employees believe in company, it is better to provide compensation for employees in accordance with applicable regulations and always pay attention minimum standard of living cost in a fair, appropriate and reasonable manner

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