



Influence Interpersonal Communication and Discipline Work Against Employee Performance with Satisfaction Work As Intervening Variables at Pt. Permodalan Nasional Madani Sukabumi Branch

M Resya Apriansyah¹, Agus Salim²

¹ Perbanas Asia Institute of Finance, Banking and Informatics, Jakarta, Indonesia
resyaapriansyah7@gmail.com

² Perbanas Asia Institute of Finance, Banking and Informatics, Jakarta, Indonesia
Agussalim@gmail.com

Corresponding Author: **M Resya Apriansyah**

Abstract: This research was conducted to analyze the effect of interpersonal communication and work discipline on employee performance with job satisfaction as an intervening variable at PT. Permodalan Nasional Madani Sukabumi Branch. The sampling technique used non-probability sampling with saturated sampling technique (census) with a sample of 92 people. Data were obtained using questionnaires, interviews and literature studies to obtain complete and valid data. The data analysis technique used the Smart Partial Least Square (Smart-PLS) Structural Equation Modeling (SEM) condition model. The results showed that both interpersonal communication and work discipline simultaneously had a significant impact, in part, on PT. Permodalan Nasional Madani Sukabumi Branch. Researchers suggest that interpersonal communication and employee work discipline are two key factors in her that business leaders need to look out for.

Keywords: Interpersonal Communication, Discipline Work, Performance Employees, Satisfaction Work.

INTRODUCTION

Source Power human resources (HR) is one very important factor even No can released from A company. HR is also decisive key development company. In essence, HR is in the form of man employed in a working company as movers, thinkers and planners for reach objective company the.

HR in A organization or company, based on understanding in a manner micro can distinguished into 2 categories, namely HR is as employee operational, and HR as employee managerial. Each has role in organization or company. The HR will manage the running of a business process organization or company. So that needed optimal performance of all human resources available and involved in something organization or company.

Employee performance is results Work in a manner quality and quantity achieved by a employee in carry out his job in accordance with not quite enough answer given to him (Mangkunegara, 2017:67). So that based on understanding such, that performance employee is results work done by a person employee in do his job in accordance with conditions set by the company.

In achievement something good performance needed interpersonal communication and discipline good work from all line, start from line Lowest until highest, so created environment conducive work. as research conducted by Pratiwi & Fauzi, (2023) which states that communication and discipline work influential to performance Employees . Likewise research conducted by Hilmawan, (2022) which states that influential interpersonal communication positive and significant to performance employee , that is the more Good interpersonal communication at PT. Pandji warin malimping so the more Good performance employee . Same thing with factor discipline influential work positive and significant to performance employee, that is that the more Good application discipline Work so performance employee will more fine too.

Satisfaction work is also very important factor for noticed. In accordance research by Hanaysha & Tahir (2016) , company must put source Power For create project or exercise that can influence satisfaction Work workers , got accepted that performance will increase in period long through level satisfaction more work significant . So that factor satisfaction work this need become attention for company for performance employee can Keep going increase.

Company in general have hope own performance high employee, with so company can walk effective and efficient. If company walk effective and efficient, then will more easy for company For increase productivity his company so that can compete with company other. One of them is PT. Permodalan Nasional Madani Sukabumi Branch.

PT. Permodalan Nasional Madani Sukabumi Branch is A company status branch as company from the State-Owned Enterprises (BUMN) that carries out the task special empower business Micro, Small, Medium and Cooperatives (UMKMK). Task empowerment the done through administration service financing and services management, as part from implementation of government strategy for advancing UMKMK, in particular is contribution to sector real, use support growth entrepreneurs new to have prospect effort and ability create field work.

Naturally No only 2 factors as found in above problems, will but Lots influencing factors to performance employee. Based on results study empirical show, that performance employee influenced in a manner significantly by ability and discipline Work employees, including (Paruru, 2016; Adhana, 2018). Then based on findings else, that performance employee influenced in a manner significantly by motivation, ability and discipline work, including (Tanjung & Manalu, 2019; Ambarani, 2017; Sekartini, 2016). Further more based on other findings too, that performance employee influenced by interpersonal communication and the environment work, including (Gumay & Seno, 2018); More carry on based on other findings too, that performance employee influenced by interpersonal communication and discipline work, including (Annisa, 2020; Nilasari, 2020; Nurlawiyah, 2020; Nasri, 2019).

Based on formula problem above, purpose study this is analyze influence interpersonal communication and discipline Work to satisfaction Work employees at PT. Permodalan Nasional Madani Sukabumi Branch, analyzing influence interpersonal communication, discipline work and satisfaction work to performance employees at PT. Permodalan Nasional Madani Sukabumi Branch, analyzing is satisfaction work proven mediate influence communication interpersonal to performance employees at PT. Permodalan Nasional Madani Sukabumi Branch, and analyze is satisfaction work proven

mediate influence discipline work to performance employees at PT. Permodalan Nasional Madani Sukabumi Branch .

LITERATURE REVIEW

Employee Performance

The general definition of 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 (Mangkunegara, 2017:67). one's performance is combination from abilities, efforts and opportunities that can rated from results it works. For complete about understanding performance employee these, follows put forward a number of understanding performance employee from a number of expert as following:

According to Kane (Sedarmayanti, 2007: 102), performance no is characteristics someone, like talent or ability, however is embodiment from talent or ability That alone. Opinion the show that performance is embodiment from ability in form work real. Deep performance relation with position interpreted as related results with function position in period time certain.

Arifin (2004: 86) states that performance looked at as results multiplication between ability and motivation. Ability refers to skills somebody in do tasks certain, temporarily motivation refers to individual desires for show behavior and willingness trying. People will do the best job If own will and desire for carry out task That with ok.

performance employee is results Work Good from quality nor achieved quantity unit employee period time on implementation task it works somebody in accordance with not quite enough answer given to him.

Interpersonal Communication

Interpersonal communication is communication between an individual and another individual, where each can act as a source or receiver of messages. In interpersonal communication everyone involved in the communication process must play an active role. For example, in the coaching and counseling process, educators and students must play an active role. In this case, the coaching and counseling process is a communication process. Interpersonal communication can occur formally or informally. Informal interpersonal communication is organizational communication as an individual, whereas formal interpersonal communication is communication between groups.

Barker in (Haryani, 2001:17) states that the emphasis on interpersonal communication is on *the sharing of meaning*. So even though interpersonal communication places more emphasis on aspects of problem solving or decision making, the messages communicated contain relatively large levels of feelings and emotions.

Barker further said that the process of interpersonal communication can occur in the form of verbal or non-verbal. Verbal form can take the form of written or spoken communication, whereas in non-verbal form it can use symbols or signs sent to someone who receives the message.

Communication is said to be effective if the recipient (*receiver/audience*) can understand the message sent by the sender (*sender/communicator*) . Therefore, the factors that influence communication to be effective are: (1) communicator (sender); (2) messages; and (3) communicant (recipient). These three elements are the essence of a communication process.

Discipline Work

Discipline word That Alone originate from Latin word "*discipline*" which means "practice". or education decency and spirituality as well as development character". this emphasis on help to employee for develop decent attitude to his job. Discipline is something

a growing power within body worker himself caused he can adapt self with volunteer to decisions, rules, and values tall from work and behavior behavior (Asmiarsih, 2006)

Hasibuan (2000:213) argues, that basically Lots influencing indicators _ level discipline employee something organization among them namely: (1) goals and abilities, (2) examples leader, (3) reply services (salary and welfare), (4) justice, (5) waskat (supervision attached), (6) sanctions punishment, (7) firmness, and (8) relationship humanity.

According to Sedarmayanti (2001:10), that Discipline is also one function management source Power important and constitutive human being key realization purpose, because without exists discipline so difficult realize maximum goal.

Through discipline also arises desire and awareness for obey regulation organization and norms social. However still supervision to implementation discipline the need done.

Employee who owns discipline will show obedience, and regularity to role as a employee that is Work with ok. With thereby disciplined employee will more capable direct and control his behavior. Objective whole discipline is form behavior such shape until He will in accordance with assigned roles group culture, place individual That identified.

Satisfaction Work

Satisfaction work that is felt by everyone is not the same thing, every individual will own level different satisfactions in accordance with framework related value himself (Widyastuti & Palupiningdyah, 2015). Satisfaction Work is method somebody feel the work that happened Because his disposition to different perspectives (Suwatno and Priansa, 2011). Another view states that satisfaction work is current go out from sentiment individual about influencing work tasks organization (Chatzoglou, 2011). Temporary it, (Bakotić & Fiskovica, 2013) clarify that satisfaction work part big demonstrated by loving employees actual work and rate pleasure in maintain business. kindly whole can said that satisfaction work is feeling consolation lara and good relationship between employees (Hasibuan, 2012).

Panggabean (2011) explains that satisfaction work is capacity disposition level similarity between what to expect in a manner general and what can got or between conditions and prizes. Besides that, Panggabean (2011) also revealed that satisfaction work can anticipated from attitude individual to his job. Basically, satisfaction work depending on what is needed individual from position they are and what they are get. Task HR manager in his efforts for supervise worker as component man with potency they have so that appropriate assets and can accepted can obtained by the organization or companies (Gibson, 2012).

METHODS

Method research used in study this is method quantitative. According to Russiadi (2013) “Research quantitative is purposeful research for know degrees relationships and patterns/forms influence between two variables or more, where with study this so will built something working theory for explain, predict and control something symptoms. The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017: 61).

Retrieval Technique sample

In study this technique taking sample used is *non-probability sampling* with saturated sampling technique (census). According to Rianse (2012:209), taking sample type This characterized by taking whole population as sample research. Widodo (2004:98), added that determination method taking sample depending on the size amount population and ability researcher for reach it. If only amount sample limited, for example not enough of 100 and researchers own ability for reach in a manner whole, then method take used is method census or method sample saturated.

Validity Test

validity or validity show ability something instrument (tool gauge) measure what to measured (Suharsaputra, 2018). So that researcher can know how much Far respondent answer as desired researcher. Research data no will useful if instrument used for collect research data that no own high validity. Analysis tools used for measure level data validity is with coefficient correlation use help *software IBM SPSS Statistics 24.0*. Testing the validity of each grain instrument/statement use guidelines *items to total correlation* or in the known SPSS output with *corrected item-total correlation*. Something grain statement said valid, if calculated r value which is mark *corrected item -total correlation* > r table at *degree of freedom (df)* certain, where $df = n - k$; n = number of data/ samples, and k = amount parameters / items measurement variable (Sugiyono, 2017).

Test Reliability

Reliability is index showing to what extent something relatively consistent when measuring repeated two time or more (Suharsaputra, 2018). In every research, often happen exists error quite a large measurement. Something study can trusted when deep a number of time measurement to something group with the same subject will be produce same result. For furthermore testing reliability every variable done with *Cronbach Alpha Coefficient* use help *IBM SPSS Statistics 24 software*. Data obtained will can said reliable if mark coefficient *Cronbach's Alpha* ≥ 0.60 (Sugiyono, 2017).

RESULT AND DISCUSSION

Employee Performance (Y)

From the results of data processing, it shows that the score range for the Employee Performance variable is at a minimum value of 47 and a maximum of 75 from a theoretical score of 15 to 75, the *mean score* is 60.88, the median is 60.00, *the mode* is 60, and *the standard deviation* is 4.523. When compared with the mode value, it shows that the score of the Employee Performance variable (Y) is above, the result is that there are 13 respondents (14.13%) who give an assessment below the mode value, and 53 respondents (57.61%) give an assessment is at the mode value, and 26 respondents (28.26%) give an assessment that is above the mode value. This shows that Employee Performance is included in the high category .

Interpersonal Communication (X₁)

From the results of data processing, it shows that the range of scores for the Interpersonal Communication variable is at a minimum value of 26 and a maximum of 45 from a theoretical score of 9 to 45, a *mean score* of 36.48 , a median of 36.00, *a mode* of 36, and *a standard deviation* of 2.740. When compared with the mode value, it shows that the Interpersonal Communication variable score (X₂) is above, the result is that there are 7 respondents (7.61%) who give an assessment below the mode value, 66 respondents (71.74%) give an assessment on the mode value, and 19 respondents (20.65%) who gave an assessment above the mode value. This shows that Interpersonal Communication is included in the high category .

Work Discipline (X₂)

From the results of data processing, it shows that the range of scores for the Interpersonal Communication variable is at a minimum value of 28 and a maximum of 45 from a theoretical score of 9 to 45, a *mean score* of 36.92, a median of 36.00, *a mode* of 36, and *a standard deviation* of 2.822. When compared with the mode value, it shows that the score of the Work Discipline variable (X₂) is above, the result is that there are 5 respondents

(5.44%) who give an assessment that is below the mode value and 65 respondents (70.65%) give assessment on the mode value, and 22 respondents (23.91%) who gave an assessment above the mode value. This shows that Employee Work Discipline is included in the high category .

Results of Employee Performance Validity and Reliability Tests

Based on the results of the instrument validity and reliability tests for the Employee Performance variable from the 15 statement items as a whole can be seen in the following table.

Table 1. Results of Employee Performance Validity and Reliability Tests

| No. | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted | r (92;0.05) | Validity Test Results | Reliability Test Results |
|-----|----------------------------------|----------------------------------|-------------|-----------------------|--------------------------|
| 1 | .523 | .912 | .2082 | Valid | Reliable |
| 2 | .629 | .910 | .2082 | Valid | Reliabe |
| 3 | .628 | .909 | .2082 | Valid | Reliabe |
| 4 | .480 | .914 | .2082 | Valid | Reliabe |
| 5 | .745 | .907 | .2082 | Valid | Reliabe |
| 6 | .675 | .908 | .2082 | Valid | Reliabe |
| 7 | .648 | .908 | .2082 | Valid | Reliabe |
| 8 | .709 | .906 | .2082 | Valid | Reliabe |
| 9 | .590 | .911 | .2082 | Valid | Reliabe |
| 10 | .628 | .909 | .2082 | Valid | Reliabe |
| 11 | .480 | .914 | .2082 | Valid | Reliabe |
| 12 | .745 | .907 | .2082 | Valid | Reliabe |
| 13 | .675 | .908 | .2082 | Valid | Reliabe |
| 14 | .648 | .908 | .2082 | Valid | Reliabe |
| 15 | .642 | .909 | .2082 | Valid | Reliabe |

Source: Results of Data Analysis

Based on the table above, it shows that the 15 statements of employee performance variables are declared valid because all values are *Corrected Item -Total Correlation* > r (92; 0.05) or *Corrected Item -Total Correlation* value > 0.2082 (result extrapolation to the table of r Product *Moment* Values in Appendix 7). Like wise that the 15th statement from variable performance employee stated reliable Because all mark *Cronbach's Alpha if Item Deleted* > 0.6.

Test Results of the Validity and Reliability of Interpersonal Communication

Based on the results of the instrument validity and reliability tests for the Interpersonal Communication variable from the 9 statement items as a whole can be seen in the following table.

Table 2. Results of Interpersonal Communication Validity and Reliability Tests

| No. | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted | r (92;0.05) | Validity Test Results | Reliability Test Results |
|-----|----------------------------------|----------------------------------|-------------|-----------------------|--------------------------|
| 1 | .688 | .919 | .2082 | Valid | Reliable |
| 2 | .689 | .919 | .2082 | Valid | Reliabe |
| 3 | .766 | .916 | .2082 | Valid | Reliabe |
| 4 | .762 | .914 | .2082 | Valid | Reliabe |
| 5 | .858 | .907 | .2082 | Valid | Reliabe |
| 6 | .660 | .921 | .2082 | Valid | Reliabe |
| 7 | .805 | .911 | .2082 | Valid | Reliabe |
| 8 | .728 | .916 | .2082 | Valid | Reliabe |
| 9 | .634 | .922 | .2082 | Valid | Reliabe |

Source: Results of Data Analysis

Based on the table above, it shows that the 9 statements of interpersonal communication variables are declared valid because all values of *Corrected Item -Total Correlation* > r (92; 0.05) or *Corrected Item -Total Correlation* value > 0.2082 (result extrapolation to the table of *r Product Moment* Values in Appendix 7). Likewise that the 9th statement from variable performance employee stated reliable Because all mark *Cronbach's Alpha if Item Deleted* > 0.6.

Test Results of the Validity and Reliability of Work Discipline

Based on the results of the instrument validity and reliability tests for the Work Discipline variable from the 9 statement items as a whole can be seen in the following table.

Table 3. Results of Work Discipline Validity and Reliability Tests

| No. | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted | r (92;0.05) | Validity Test Results | Reliability Test Results |
|-----|----------------------------------|----------------------------------|-------------|-----------------------|--------------------------|
| 1 | .790 | .914 | .2082 | Valid | Reliable |
| 2 | .670 | .923 | .2082 | Valid | Reliable |
| 3 | .767 | .916 | .2082 | Valid | Reliable |
| 4 | .779 | .915 | .2082 | Valid | Reliable |
| 5 | .840 | .911 | .2082 | Valid | Reliable |
| 6 | .713 | .919 | .2082 | Valid | Reliable |
| 7 | .616 | .925 | .2082 | Valid | Reliable |
| 8 | .743 | .917 | .2082 | Valid | Reliable |
| 9 | .691 | .921 | .2082 | Valid | Reliable |

Source: Results of Data Analysis

Based on the table above, it shows that the 9 statements of interpersonal communication variables are declared valid because all values are *Corrected Item-Total Correlation* > r (92; 0.05) or *Corrected Item -Total Correlation* value > 0.2082 (result extrapolation to the table of *r Product Moment* Values in Appendix 7). Likewise that the 9th statement from variable performance employee stated reliable Because all mark *Cronbach's Alpha if Item Deleted* > 0.6.

Multicollinearity Test

Table 4. Multicollinearity Test Results Coefficients a

| | | Model | | |
|-----------------------------|------------|--------------|-----------------------------|-----------------|
| | | 1 | | |
| | | (Constant) | Interpersonal Communication | Discipline Work |
| Unstandardized Coefficients | B | 11,940 | .673 | .661 |
| | std. Error | 4,552 | .158 | .154 |
| Standardized Coefficients | Betas | | .408 | .412 |
| | t | 2.623 | 4.251 | 4.296 |
| Sig. | | .010 | .000 | .000 |
| Collinearity Statistics | Tolerance | | .530 | .530 |
| | VIF | | 1.888 | 1.888 |

a. Dependent Variable: Kinerja Karyawan

Based on the table above, *tolerance values are obtained* for the two independent variables, both Interpersonal Communication and Discipline variables Work obtained 0.530 or *Tolerance* > 0.1, while for the VIF value obtained 1.888 or VIF value < 10. Thus, it can be concluded that there is no multicollinearity.

Test Heteroscedasticity

Table 5. Heteroscedasticity Test Results

ANOVA a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------|
| 1 | Regression | 58.962 | 2 | 29.481 | 5.085 | .008b |
| | Residual | 515.966 | 89 | 5.797 | | |
| | Total | 574.927 | 91 | | | |

a. Dependent Variable: Abs_Res

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

Source: Results of Data Analysis

Based on the table above, the residual *Sig* Abs value = 0.000, thus *Sig* > 0.05, so there is no heteroscedasticity. Thus, as a whole from the results of the analysis prerequisite test or the classical assumption test where the results obtained show that they have fulfilled the analysis requirements. Thus in this study can be analyzed using regression analysis and correlation.

Influence Interpersonal Communication on Employee Performance

The results of the first causal relationship analysis concluded that "Interpersonal communication has a significant effect on employee performance at PT. Permodalan Nasional Madani Sukabumi Branch.

The conclusion above is in line with several previous studies which stated that interpersonal communication has a significant effect on employee or employee performance, which was found by AM Jannah (2020); Alam, S. (2019); and Anisma (2019).

Thus, that interpersonal communication is an important factor that can affect the performance of employees at PT. Permodalan Nasional Madani Sukabumi Branch. Therefore, interpersonal communication factors must be a concern for company leaders in improving employee performance.

Influence Discipline Work Against Employee Performance

The results of the second causal relationship analysis concluded that " Discipline work has a significant effect on employee performance at PT. Permodalan Nasional Madani Sukabumi Branch.

The conclusion above is in line with several previous studies which stated that interpersonal communication has a significant effect on employee or employee performance, which was found by AM Jannah (2020); Alam, S. (2019); and Anisma (2019).

Thus, that work discipline is an important factor that can affect the performance of employees at PT. Permodalan Nasional Madani Sukabumi Branch. Because of this work discipline factor, it must be a concern for company leaders in improving employee performance.

Influence Interpersonal Communication and Discipline Work kindly together Against Employee Performance

The results of the third causal relationship analysis concluded, that " Interpersonal communication and discipline Work in a manner together have a significant effect on employee performance at PT. Permodalan Nasional Madani Sukabumi Branch.

The conclusion above is in line with some previous studies which stated that interpersonal communication and discipline Work in a manner together have a significant effect on the performance of employees or employees, among others found by AM Jannah (2020); Alam, S. (2019); and Anisma (2019).

Thus, that interpersonal communication and work discipline are two important factors that can affect the performance of employees at PT. Permodalan Nasional Madani Sukabumi

Branch. Therefore, these two factors must be a concern for company leaders in improving employee performance.

CONCLUSION

Based on results analysis and discussion that has been stated in chap before, in chap This will put forward conclusions and suggestions as following:

Following This There is three possible conclusions _ put forward as following:

1. Interpersonal communication has a significant effect on employee performance at PT. Permodalan Nasional Madani Sukabumi Branch, with magnitude effect of 0.476 or 47.6%. While the magnitude of the influence of other factors is 52.4%.
2. Discipline work has a significant effect on employee performance at PT. Permodalan Nasional Madani Sukabumi Branch, with an influence size of 0.478 or 47.8%. While the magnitude of the influence of other factors is 52.2%.
3. Interpersonal communication and discipline Work in a manner together have a significant effect on employee performance at PT. Permodalan Nasional Madani Sukabumi Branch, with an influence size of 0.557 or 55.7%. While the magnitude of the influence of other factors is 44.3%.

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