

Employee Productivity in the Palm Oil Industry: The Role of Vertical Communication, Work Discipline, and Intrinsic Motivation

Abd Fatah Dafhi Putra Wendi^{1*}, Abd. Rasyid Syamsuri², Prima Andreas³

^{1,2,3}Management Study Program, Faculty of Economics and Business, Universitas Riau, Pekanbaru, Indonesia

*Corresponding Author:

Email: abd.fatah6002@student.unri.ac.id

Abstract.

This study aims to examine the effect of vertical communication, work discipline, and intrinsic motivation on employee productivity at PT. Eka Dura Indonesia, Rokan Hulu Regency, Riau. This research employed a quantitative approach using a survey method. The population consisted of 118 field employees, and total sampling was applied, resulting in 118 respondents. Data were analyzed using multiple linear regression assisted by SmartPLS 4 software. The findings reveal that vertical communication, work discipline, and intrinsic motivation have positive and significant effects on employee productivity, both partially and simultaneously. Among the independent variables, work discipline demonstrated the strongest influence on employee productivity. The coefficient of determination (R^2) showed that 73.9% of employee productivity could be explained by the three independent variables, while the remaining 26.1% was influenced by other factors outside the model. These findings highlight the importance of effective communication, discipline, and intrinsic motivation in improving employee productivity within the palm oil industry.

Keywords: Vertical communication; work discipline; intrinsic motivation and employee productivity.

I. INTRODUCTION

PT. Eka Dura Indonesia is a company engaged in the palm oil processing industry and plays an important role in supporting the plantation and industrial sectors in Indonesia. The company highly depends on human resources to achieve production targets and maintain operational effectiveness. In this study, the research focuses on the factory employees of PT. Eka Dura Indonesia, which consist of 118 permanent employees. Employee productivity is an important indicator of organizational success because higher productivity contributes to increased company profits.[1] Employees with high productivity can help companies achieve targets effectively, while low productivity may hinder organizational performance.[2] However, the production data of PT. Eka Dura Indonesia in 2024 show that production targets were not fully achieved in 10 out of 12 months, while only 2 months successfully reached the 100% production target.

Based on a pre-survey conducted on 15 employees at PT. Eka Dura Indonesia, Rokan Hulu Regency, Riau, the results showed mixed productivity trends. Most respondents strongly disagreed that they could improve output through technical skills, indicating insufficient technical mastery, although several employees demonstrated better abilities in facing work challenges. In an effort to improve employee productivity, PT. Eka Dura Indonesia needs to pay attention to factors influencing employee productivity, including communication, work discipline, and work motivation.

Vertical communication is highly important because the messages conveyed often aim to communicate objectives, change attitudes, express opinions, reduce fear and uncertainty caused by lack of information, and prepare employees to adapt to organizational changes.[3] Based on the pre-survey conducted by the researcher at PT. Eka Dura Indonesia, Rokan Hulu Regency, Riau, involving 15 employee respondents, the findings revealed that most respondents disagreed (D) that they were able to understand information from their superiors accurately and concisely, as indicated by the highest score on the related indicator. This provides a strong indication that vertical communication within the company is not yet effective.

Progressive discipline is a disciplinary effort imposed on employees who commit violations, with the aim of motivating them to correct their mistakes and encouraging them to continue complying with organizational regulations.[4] A high frequency of tardiness reflects declining employee discipline, which may occur due to work environment factors or internal employee factors, thereby negatively affecting

performance.[5] The work discipline implemented by employees at PT. Eka Dura Indonesia, Rokan Hulu Regency, has not yet been carried out optimally and is still lacking in responsibility and commitment.

Based on the pre-survey conducted by the researcher at PT. Eka Dura Indonesia, Rokan Hulu Regency, Riau, involving 15 employee respondents, the results showed that the implementation of progressive discipline in the workplace generally tended to be positive, although several aspects still require improvement. The pre-survey results indicate that the implementation of progressive work discipline has moved in a positive direction, particularly in the provision of initial warnings and the implementation of suspension sanctions. However, aspects related to warning letter procedures and the objectivity of final disciplinary actions still require greater consistency, transparency, and communication so that all employees perceive fair and structured treatment.

Work motivation, communication, and work discipline are closely related to employee productivity. Motivation is a hidden force that causes or encourages individuals to behave or act in certain ways.[6] Employees who are motivated in the workplace will not experience difficulties in completing their tasks, as they will make every effort to achieve optimal results.[7] This is in line with relevant research which concluded that work discipline and work motivation have a positive and significant effect on employee productivity.[8] Based on the pre-survey conducted by the researcher at PT. Eka Dura Indonesia, Rokan Hulu Regency, Riau, involving 15 employee respondents, the findings revealed noticeable differences in motivation levels. A significant number of respondents strongly disagreed (D) regarding the use of creativity, indicating a lack of opportunities for innovation. On the work initiative indicator, respondents overwhelmingly expressed strong agreement (SA), indicating a high level of job-related motivation. However, on the indicator of striving to achieve the best results, most respondents selected neutral (N) and agree (A), indicating that highly motivated effort could still be improved further.

In its operational activities, PT. Eka Dura Indonesia relies heavily on human resources as the primary factor in carrying out various production processes. However, the phenomena found at PT. Eka Dura Indonesia indicate that employee productivity in performing tasks has not yet reached an optimal level. This condition demonstrates the need for greater attention to human resource management in order to improve work productivity in accordance with company targets. Work discipline and work motivation have a positive and significant effect on employee productivity.[9] Work discipline and work motivation also positively and significantly influence employee productivity.[10] In addition, communication has a positive and significant effect on employee productivity.[11] Based on the phenomena of suboptimal productivity, weak vertical communication, inconsistencies in progressive discipline, and fluctuating intrinsic motivation, this study aims to analyze the influence of vertical communication, progressive work discipline, and intrinsic motivation on employee productivity, both partially and simultaneously, at PT. Eka Dura Indonesia, Rokan Hulu Regency.

II. METHODS

This study was conducted at PT. Eka Dura Indonesia, Rokan Hulu Regency, Riau, using a quantitative survey approach. The population consisted of 118 permanent factory employees, and the study applied a total sampling technique, in which all population members were used as research samples. Thus, the total sample was 118 employees. Primary data were collected through questionnaires using a Likert scale, while secondary data were obtained from company documents such as employee performance reports, personnel statistics, training programs, and work procedures. Data collection techniques included observation, literature study, and questionnaires.

The variables used in this study consisted of employee productivity (Y), vertical communication (X_1), progressive work discipline (X_2), and intrinsic motivation (X_3). Employee productivity was measured through indicators of ability to complete work, improving work results, work enthusiasm, self-development, improving work quality, and work efficiency. Vertical communication was measured through indicators of working according to supervisor instructions, receiving suggestions regarding work results, providing feedback, and understanding information clearly.[11] Progressive work discipline was measured through verbal warnings, written warnings, suspension, and final action for termination of employment.[12]

Meanwhile, intrinsic motivation was measured through working harder, having high work initiative, creativity in work, being active at work, and the desire to develop.[13] All variables were measured using an interval scale. The data were analyzed using descriptive statistical analysis and Structural Equation Modeling–Partial Least Square (SEM-PLS) with SmartPLS version 4. Instrument testing included validity and reliability tests, followed by classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing included t-test, F-test, and coefficient of determination (R^2).

III. RESULT AND DISCUSSION

A. Respondent Characteristics

Respondent characteristics in this study were classified based on gender, age, educational background, and working period. This classification was conducted to provide an overview of the demographic profile of employees at PT. Eka Dura Indonesia who participated in the research. The respondent characteristics are presented in the following tables.

Table 1. Respondents Based on Gender

No	Gender	Frequency	Percentage
1	Male	114	97%
2	Female	4	3%
	Total	118	100%

Source: Processed Research Data (2026)

Based on Table 1, the majority of respondents were male employees, accounting for 97% of the total respondents. This indicates that operational work at PT. Eka Dura Indonesia is predominantly carried out by male workers, which is consistent with the characteristics of operational and field-based jobs.[14][15].The age distribution of respondents was analyzed to identify the dominant age group and to provide an overview of the workforce composition at PT. Eka Dura Indonesia. The respondents based on age are presented in Table 2.

Table 2. Respondents Based on Age

No	Age	Frequency	Percentage
1	20–30 Years	48	41%
2	30–40 Years	41	35%
3	41–50 Years	19	16%
4	51–60 Years	10	8%
	Total	118	100%

Source: Processed Research Data (2026)

Based on Table 2, most respondents were between 20–30 years old, indicating that the workforce at PT. Eka Dura Indonesia is dominated by employees in their productive age, who generally possess high energy and adaptability in carrying out work activities.[16][15]. The educational background of respondents was analyzed to determine the level of education possessed by employees at PT. Eka Dura Indonesia and to describe the quality of human resources involved in the study. The respondents based on educational background are presented in Table 3.

Table 3. Respondents Based on Educational Background

No	Education	Frequency	Percentage
1	Senior High School/Equivalent	28	24%
2	Diploma	20	17%
3	Bachelor's Degree (S1)	65	55%
4	Master's Degree (S2)	5	4%
	Total	118	100%

Source: Processed Research Data (2026)

Based on Table 3, the majority of respondents held a Bachelor's degree (S1), indicating that PT. Eka Dura Indonesia has relatively well-educated human resources capable of supporting organizational performance effectively.[17]. The working period of respondents was analyzed to identify employees' length of service and to provide an overview of their work experience at PT. Eka Dura Indonesia. The respondents based on working period are presented in Table 4.

Table 4. Respondents Based on Working Period

No	Working Period	Frequency	Percentage
1	3 Months – 10 Years	57	48%
2	11 – 20 Years	41	38%
3	21 – 30 Years	20	17%
	Total	118	100%

Source: Processed Research Data (2026)

Based on Table 4, most respondents had a working period of 3 months to 10 years, indicating that many employees are still in the stage of developing work experience and skills, but have strong potential to improve productivity through learning and training processes.[14]

B. Descriptive Analysis of Variables

Descriptive analysis was conducted to describe respondents’ perceptions of each research variable, including employee productivity, vertical communication, progressive work discipline, and intrinsic motivation. The analysis was based on respondents’ answers to the questionnaire items measured using a Likert scale. The results of the descriptive analysis for the employee productivity variable are presented in Table 5.

Employee productivity

Table 5. Employee Productivity Results

No	Indicator	Answer Alternatives					Σ	Mean	Category
		SD	D	N	A	SA			
1	Ability to complete work	0	0	27	49	42	118	4,13	High
		0	0	81	196	210	487		
2	Improving achieved results	0	5	37	51	25	118	3,81	High
		0	10	111	204	125	450		
3	Work enthusiasm	0	0	43	43	32	118	3,91	High
		0	0	129	172	160	461		
4	Self-development	0	0	39	51	28	118	3,91	High
		0	0	117	204	140	461		
5	Improving work quality	0	5	34	40	39	118	3,96	High
		0	10	102	160	195	467		
6	Work efficiency	0	6	20	41	51	118	4,16	High
		0	12	60	164	255	491		
Total		0	16	200	275	217	708	3,98	High
		0	32	600	1100	1085	2817		

Notes: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

Source: Processed Research Data (2026)

Based on Table 5, employee productivity was generally categorized as high, with an average mean score of 3.98. The highest mean score was found in work efficiency (4.16), indicating that employees were able to work effectively and efficiently, while the lowest mean score was improving work results (3.81), suggesting that work outcomes could still be further optimized. Overall, the findings indicate that employees demonstrated positive productivity levels across all indicators.

Vertical Communication

Table 6. Vertical Communication Results

No	Indikator	Answer Alternatives					Σ	Mean	Category
		SD	D	N	A	SA			
1	Working according to instructions from superiors	0	3	24	48	43	118	4,11	Good
		0	6	72	192	215	485		
2	Accepting suggestions from work results	1	1	33	45	38	118	4,00	Good
		1	2	99	180	190	472		
3	Able to provide feedback	1	1	33	41	42	118	4,03	Good
		1	2	99	164	210	476		
4	Able to understand information clearly	0	18	41	33	26	118	3,57	Good
		0	36	123	132	130	421		

No	Indikator	Answer Alternatives					Σ	Mean	Category
		SD	D	N	A	SA			
Jumlah		2	23	131	167	149	472	3,93	Good
		2	46	393	668	745	1854		

Source: Processed Research Data (2026)

Based on Table 6, vertical communication was generally categorized as good, with an average mean score of 3.93. The highest mean score was found in working according to supervisor instructions (4.11), indicating that employees were able to follow directions effectively, while the lowest mean score was understanding information clearly (3.57), suggesting that clarity of information still needs improvement to support more effective communication within the company.

Progressive Work Discipline

Table 7. Progressive Work Discipline Results

No	Indikator	Answer Alternatives					Σ	Mean	Category
		SD	D	N	A	SA			
1	Verbal Warning	0	29	49	33	7	118	3,15	Good
		0	58	147	132	35	372		
2	Written Warning	0	12	22	48	36	118	3,92	Good
		0	24	66	192	180	462		
3	Suspension	1	9	17	59	32	118	3,95	Good
		1	18	51	236	160	466		
4	Final Action	0	31	46	27	14	118	3,20	Good
		0	62	138	108	70	378		
Total		1	81	134	167	89	472	3,81	Good
		1	162	402	668	445	1678		

Source: Processed Research Data (2026)

Based on Table 7, progressive work discipline was generally categorized as good, with an average mean score of 3.81. The highest mean score was found in suspension (3.95), indicating that disciplinary sanctions were implemented appropriately according to company regulations, while the lowest mean score was verbal warning (3.15), suggesting that the effectiveness of early disciplinary actions still needs improvement to support a more preventive disciplinary system.

Intrinsic Motivation

Table 8. Intrinsic Motivation Results

No	Indikator	Answer Alternatives					Σ	Mean	Category
		SD	D	N	A	SA			
1	Working harder	0	6	34	49	29	118	3,86	High
		0	12	102	196	145	455		
2	Having high work initiative	0	15	30	52	21	118	3,67	High
		0	30	90	208	105	433		
3	Having creativity at work	0	8	40	35	35	118	3,82	High
		0	16	120	140	175	451		
4	Being active at work	0	10	27	41	40	118	3,94	High
		0	20	81	164	200	465		
5	Desire to develop	0	17	24	44	33	118	3,79	High
		0	34	72	176	165	447		
Total		0	56	155	221	158	590	3,82	High
		0	112	465	884	790	2251		

Source: Processed Research Data (2026)

Based on Table 8, intrinsic motivation was generally categorized as high, with an average mean score of 3.82. The highest mean score was found in being active at work (3.94), indicating that employees showed strong participation and involvement in their work, while the lowest mean score was having high work initiative (3.67), suggesting that employees still need encouragement to become more proactive and

independent in carrying out their tasks.

C. Classical Assumption Test Results

Normality Test

The normality test was conducted using the Q-Q Plot method. As shown in Figure 1, the data points spread around and followed the diagonal line, indicating that the data were normally distributed and met the normality assumption.

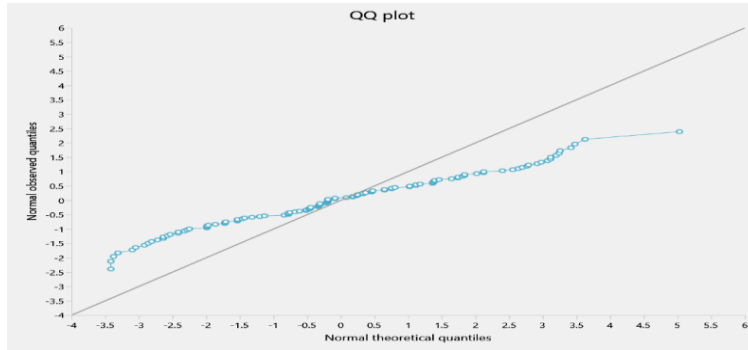


Fig. 1. Normality Test (Q-Q Plot)

Source: Data Processed Using SmartPLS 4, 2026.

The normality test using the Q-Q Plot indicates that the data points generally follow and spread around the diagonal line. Although several points slightly deviate at the lower and upper ends of the plot, the overall pattern still shows that the residual data are relatively close to a normal distribution. Therefore, it can be concluded that the data meet the normality assumption and are suitable for further regression analysis. In addition to the Q-Q Plot analysis, the normality test was further examined using the skewness value of the dependent variable. The results of the skewness test are presented in Table 9.

Table 9. Normality Test Results (Skewness)

Variable	Skewness
Employee productivity (Y)	0.154

Source: Data Processed Using SmartPLS 4, 2026.

The normality test was also supported by the skewness value of the dependent variable employee productivity (Y) was 0.154, which is close to zero and within the acceptable range of -2 to +2, indicating that the data distribution was relatively symmetrical and normal.

Multicollinearity Test

The multicollinearity test was conducted using the Variance Inflation Factor (VIF). As shown in Table 10, all VIF values were below 10, indicating that no multicollinearity problem existed among the independent variables.

Table 10. Multicollinearity Test Results

Variables	VIF
Vertical Communication (X ₁)	2.196
Progressive Work Discipline (X ₂)	1.379
Intrinsic Motivation (X ₃)	2.196

Source: Data Processed Using SmartPLS 4, 2026.

The multicollinearity test was conducted using the Variance Inflation Factor (VIF) to determine whether there was a high correlation among the independent variables in the regression model. Based on Table 10, the VIF values for vertical communication, progressive work discipline, and intrinsic motivation were 2.196, 1.379, and 2.196, respectively. All VIF values were below the tolerance limit of 10, indicating that there was no multicollinearity problem among the independent variables. Therefore, the regression model used in this study is considered appropriate and reliable for further analysis.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the residual variance in the regression model remains constant across observations. The results of the heteroscedasticity test are presented in Figure 2 through the residual autocorrelation plot.

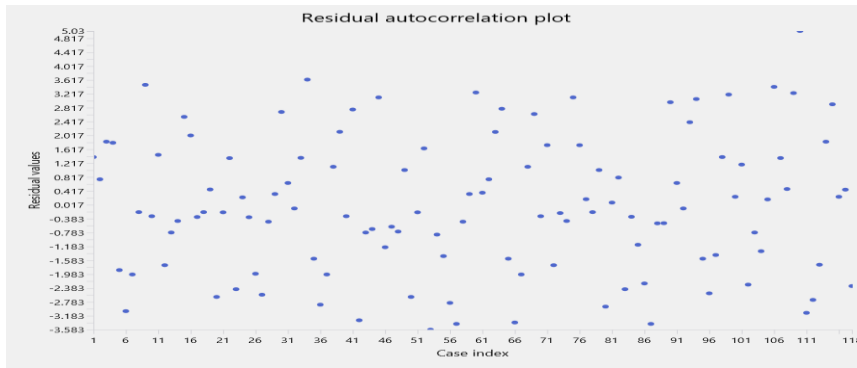


Fig. 2. Residual Autocorrelation Plot

Source: Data Processed Using SmartPLS 4, 2026

Based on Figure 2, the residual points are spread randomly above and below the zero line without forming a clear or systematic pattern. The distribution of points also appears relatively consistent across observations, indicating that the variance of residuals is stable. Therefore, it can be concluded that the regression model does not experience heteroscedasticity problems and fulfills the heteroscedasticity assumption for regression analysis. The heteroscedasticity test was conducted to determine whether there was an inequality of residual variance in the regression model. In this study, the heteroscedasticity test was performed using the Breusch-Pagan Test with the assistance of SmartPLS 4 software. The results of the heteroscedasticity test are presented in Table 11 below.

Tabel 11. Heteroscedasticity Test Results (Breusch-Pagan Test)

	Test-Statistic	df	P value
Breusch-Pagan Test	7.179	3	0.066

Source: Data Processed Using SmartPLS 4, 2026.

Based on the results of the Breusch-Pagan Test in Table 11, the test-statistic value was 7.179 with a p-value of 0.066. Since the p-value is greater than the significance level of 0.05 ($0.066 > 0.05$), it can be concluded that the regression model does not experience heteroscedasticity problems. Therefore, the residual variances in the research model are homogeneous or constant, indicating that the regression model satisfies the heteroscedasticity assumption and is appropriate for further analysis

D. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the effect of vertical communication, progressive work discipline, and intrinsic motivation on employee productivity at PT. Eka Dura Indonesia, Rokan Hulu Regency, Riau. As presented in Figure 3, all independent variables had positive and significant effects on employee productivity. Progressive work discipline showed the strongest influence, followed by intrinsic motivation and vertical communication. The coefficient of determination (R^2) was 0.739, indicating that 73.9% of employee productivity could be explained by the three independent variables, while the remaining 26.1% was influenced by other factors outside the model.

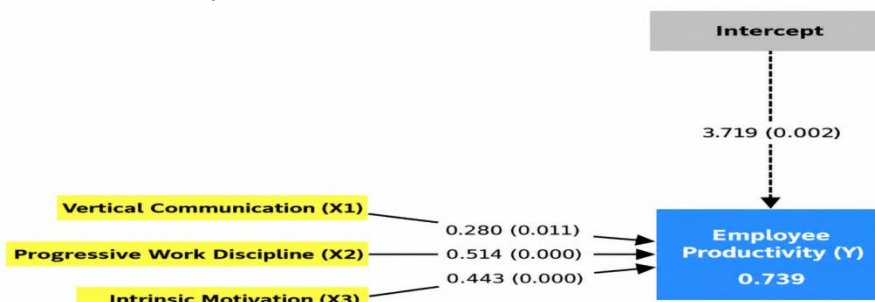


Fig. 3. Multiple Linear Regression Equation

Source: Data Processed Using SmartPLS 4, 2026

The results of the regression coefficient analysis are presented in Table 12. The table shows the effect of Vertical Communication, Progressive Work Discipline, and Intrinsic Motivation on Employee Productivity,

including the values of unstandardized coefficients, standardized coefficients, standard errors, and significance levels obtained from the regression analysis using SmartPLS 4.

Table 12. Regression Coefficient Results

Variables	Unstandardized Coefficients	Standardized Coefficients	SE	P-value
Vertical Communication (X_1)	0.280	0.191	0.108	0.011
Progressive Work Discipline (X_2)	0.514	0.380	0.095	0.000
Intrinsic Motivation (X_3)	0.443	0.462	0.053	0.000
Intercept	3.179	0.000	1.165	0.002

Source: Data Processed Using SmartPLS 4, 2026

Based on Table 12, the regression equation can be written as follows: $Y = 3,179 + 0,280 X_1 + 0,514 X_2 + 0,443 X_3 + e$. The equation indicates that vertical communication, progressive work discipline, and intrinsic motivation positively affect employee productivity. Among the variables, progressive work discipline had the highest regression coefficient, indicating the strongest influence on employee productivity.

D. Hypothesis Testing Results

Partial Test (t-Test)

The partial test was conducted to examine the effect of each independent variable on employee productivity. The t-table value in this study was 1.980. The results in Table 13 show that all independent variables had positive and significant effects on employee productivity because all t-values were greater than 1.980 and p-values were below 0.05. Therefore, H_1 , H_2 , and H_3 were accepted.

Table 13. Partial Test Results (t-Test)

Variables	Unstandardized Coefficients	Standardized Coefficients	SE	T-value	P-value
Vertical Communication (X_1)	0.280	0.191	0.108	2.595	0.011
Progressive Work Discipline (X_2)	0.514	0.380	0.095	5.431	0.000
Intrinsic Motivation (X_3)	0.443	0.462	0.053	8.319	0.000
Intercept	3.719	0.000	1.165	3.192	0.002

Source: Data Processed Using SmartPLS 4, 2026

Simultaneous Test (F-Test)

The simultaneous test was used to examine the combined effect of all independent variables on employee productivity. Based on Table 14, the F-value was 111.324, which was greater than the F-table value of 2.68, with a significance value of $0.000 < 0.05$. Thus, vertical communication, progressive work discipline, and intrinsic motivation simultaneously had a significant effect on employee productivity, and H_4 was accepted.

Table 14. Simultaneous Test Results (F-Test)

	Sum Square	Df	Mean Square	F	P-value
Total	1763.093	117	0.000	0.000	0.000
Error	448.672	114	3.936	0.000	0.000
Regression	1314.421	3	438.140	111.324	0.000

Source: Data Processed Using SmartPLS 4, 2026

Coefficient of Determination

The coefficient of determination results are presented in Table 15. The adjusted R-square value was 0.739, indicating that 73.9% of employee productivity could be explained by vertical communication, progressive work discipline, and intrinsic motivation, while the remaining 26.1% was explained by other factors outside the model.

Table 15. Coefficient of Determination Results

	Employee Productivity
R-square	0.746
Adjusted R-square	0.739

Source: Data Processed Using SmartPLS 4, 2026

Based on the F-test results, vertical communication, progressive work discipline, and intrinsic motivation simultaneously significantly influence employee productivity at PT. Eka Dura Indonesia. This indicates that better communication between superiors and subordinates, more effective implementation of

work discipline, and higher employee motivation, will increase employee productivity. Therefore, hypothesis 4 is accepted.

For the vertical communication variable, the highest indicator is employees' ability to work according to superiors' instructions. This indicates that the directives given by leaders can be effectively implemented, thus supporting smooth work flow and target achievement. Meanwhile, the lowest indicator is the ability to understand and clarify information. Although still in the good category, this indicates that information delivery still needs improvement to avoid misunderstandings and further support productivity. For the progressive work discipline variable, the highest indicator is the implementation of suspensions. This indicates that the company has implemented sanctions firmly in accordance with regulations, thus encouraging employees to be more obedient and responsible in their work. The lowest indicator is verbal reprimands. This situation indicates that initial coaching through direct warnings still needs to be optimized to prevent violations early on without resorting to more severe sanctions.

For the intrinsic motivation variable, the highest indicator is work engagement. This indicates that employees are highly engaged and enthusiastic in carrying out their duties, which directly impacts increased productivity. Meanwhile, the lowest indicator is high work initiative. While still considered good, this indicates that the drive to act proactively without waiting for direction still needs to be improved. Thus, it can be seen that these three variables can make a strong contribution to employee productivity. By improving aspects that are still relatively low, employee productivity is expected to develop more optimally and sustainably.

IV. CONCLUSION

The results of this study indicate that vertical communication, progressive work discipline, and intrinsic motivation have a positive and significant effect on employee productivity at PT. Eka Dura Indonesia. Effective communication between superiors and employees improves work clarity and coordination, progressive discipline encourages orderly and responsible work behavior, and intrinsic motivation increases employees' initiative, creativity, and responsibility. Simultaneously, these three variables complement each other in enhancing employee productivity.

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