



# The influence of interpersonal communication, work competence and work discipline on the performance of food and beverage msme employees through job satisfaction in Medan Johor District

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## ARTICLE INFO

### *Article history:*

Received Jan 19, 2024  
Revised Feb 10, 2024  
Accepted Feb 15, 2024

### *Keywords:*

Employee performance;  
Interpersonal communication;  
Job competence;  
MSMEs;  
Work discipline.

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## ABSTRACT

This research aims to determine the influence of interpersonal communication, work competence, and work discipline on job satisfaction. This research involved 42 samples and used path analysis. The research results show that interpersonal communication has a positive effect on job satisfaction, while competence has a positive effect. Work discipline has a positive effect on job satisfaction, while interpersonal communication does not. Competence and work discipline do not have a significant effect on employee performance. However, job satisfaction has a significant effect on performance. The research results show that interpersonal communication, competence and work discipline have a positive but not significant effect on employee performance variables through the job satisfaction variable. Overall, this research highlights the importance of understanding these factors in improving job satisfaction and performance.

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## 1. INTRODUCTION

This paper contributes to bridging the literature gap by developing a model through factors that can mitigate interpersonal communication, work competence and work discipline. This research also tests the role of job satisfaction as a mediator. Next, this investigation focuses on parts of the organizational structure and parts that have high interaction with the company. Based on careful observations by researchers, there are several problems that exist in this organization. One of them concerns the decline in employee performance results. Another phenomenon that occurs in micro, small and medium enterprises is regarding interpersonal communication, work competence and work discipline. In today's business world, the level of competition with delivery service companies is increasing. In intense competition, all companies are looking for ways to catch up and are constantly trying to increase their profits. This aims to maximize profits from running the company's business. One of the most important aspects of business management is human resource management (HR). The people owned by the company

must be qualified to run the company, because the services provided by these employees will determine the success or failure of the company in the future.

Job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values (Afandi, 2018). Job satisfaction is job satisfaction enjoyed in work that receives praise, work results, placement, treatment, equipment and a good work environment (T. Nuraini, 2013). Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important. Job satisfaction is an emotional state that is pleasant or unpleasant towards work, job satisfaction reflects a person's feelings towards their work (Ahmadi & Hermawan, 2013). Job satisfaction is a person's attitude towards their work which can be positive or negative, satisfied or dissatisfied (Badu & Djafri, 2017).

Job satisfaction is an expression of a person's feelings about the well-being of doing work. This attitude comes from their perception of work. This perception is a cognitive process (giving meaning) used by someone to interpret and understand the individual's perspective in seeing the same thing in different ways. Job satisfaction is quite an interesting and important issue, because it has proven to be of great benefit to the interests of individuals, offices and society. For individuals, job satisfaction allows efforts to increase their happiness in life. For companies, job satisfaction is carried out in the context of efforts to increase performance through improving the attitudes and behavior of employees. Meanwhile, society will certainly enjoy the results of service capacity and increased human value in the context of work. Employees who do not get job satisfaction will never achieve psychological satisfaction and ultimately negative attitudes or behavior will arise which in turn will lead to frustration. On the other hand, employees who are satisfied will be able to work well, enthusiastically, actively and can perform better than other employees. who do not get job satisfaction.

The phenomenon of job satisfaction among employees who work for companies is a decrease in job satisfaction. These things can disrupt company productivity because employees are less responsible for their work. The decline in employee job satisfaction can be seen from the frequency of employees procrastinating on their work, so that new and old work piles up. However, on the other hand, we often find employees who are very bored with their work, feel uncomfortable, don't like or are disappointed with their work, this kind of employee behavior views the work they do as a burden and compulsion.

Interpersonal communication assesses the extent to which the quality of communication between individuals in a company has a positive impact on employee job satisfaction effectively and efficiently (Angraini, 2018) (Veronica dkk., 2019). Interpersonal communication is the process of exchanging information between one person and at least one other person or usually between two people who can immediately know the opposite (B. Muhammad, 2015). Revealed that interpersonal communication is verbal and nonverbal interaction between two (or sometimes more than two) people who depend on each other (DeVito, 2019).

In interpersonal communication that occurs between a superior and his subordinates, it will have an impact on a company if there are differences in attitudes and perceptions between employees in providing responses to the interpersonal communication that occurs (Gill dkk., 2011). In a company there are two types of employees in carrying out interpersonal communication, there are employees who have good interpersonal communication between superiors and subordinates, so that in these employees a sense of self-confidence will be created in their work and they will be more responsible for what is their obligation. as an employee, as well as a subordinate will feel more open in expressing any obstacles or difficulties they face to their superiors, so that they feel that a superior can be used as a place to share and express the complaints they feel as well as create a comfortable working atmosphere and increase their sense of well-being family within the company (Grandori, 2001) employees who have this second characteristic are in the spotlight and should be avoided by employees, namely

employees who have poor interpersonal communication on the grounds that their way of working is irresponsible with the obligations given by the company, so that they become special attention from superiors and think that superiors do not have a sense of fairness towards employees and they feel that there are differences and boundaries between superiors and subordinates which makes employees work tense and uneasy (M. Muhammad & Nurdyansyah, 2015).

For employees, the job satisfaction obtained makes an employee increasingly have high competence in their field of work (Hashim & Wok, 2014). The level of competency is usually used as a differentiator between successful employees and mediocre employees in the workplace. Competency is an accumulation of several sub-variables, such as: level of education, level of work experience, and types of training received. Theoretically, an individual or employee in an organization who has a high level of competence will be able to carry out their roles and functions at maximum capacity, and in turn this will improve the performance of an organization, in an effort to achieve its goals and objectives (Harding dkk., 2007) (Wibowo, 2014). Therefore, all efforts made to improve employee competency in an organization are strategic steps that must be carried out continuously. Competence has an important problem because competence is related to individuals and not to jobs. As jobs change more quickly, competencies become more useful because they are more effective than job descriptions in clarifying what characteristics are effective. Competencies can be used for self-defense so as not to lose out in increasingly fierce global competition (Hasibuan, 2007) (N. Nuraini dkk., 2019) (Puryana & Fauziah, 2019).

Apart from work competency, employee job satisfaction is also influenced by employee discipline in carrying out their work (Siregar, 2017). Work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. The performance of employees who have discipline will use all their abilities to work, so that they can achieve optimal results. Defines discipline as a force that develops within an employee's body and causes employees to adapt voluntarily to decisions, regulations and high values of work and behavior (Sutrisno, 2019).

Good work discipline reflects the extent of a person's responsibility for the tasks assigned to him. This encourages work passion, work enthusiasm and ultimately the realization of the organization or company and employees. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of someone who voluntarily obeys all regulations and is aware of their duties and responsibilities, so that they can complete their work on time (Wijayanti dkk., 2018).

Job satisfaction of employees who work for a company can influence the employee's performance. The more satisfied employees are working in a company or organization, the more employee performance can be improved. Based on this background, research was conducted with the title "The Influence of Interpersonal Communication, Work Competence and Work Discipline on the Performance of Food and Beverage MSME Employees through Job Satisfaction in Medan Johor".

## 2. RESEARCH METHOD

Population is a general research area consisting of objects and subjects, having certain qualities and characteristics that have been previously determined by the researcher in order to study and ultimately draw conclusions from the research (Kuantitatif, 2016) (Erlina, n.d.) (Haryono, 2017). The population in this study was all 72 company employees. Based on the population, namely all 72 employees, the number of samples taken for research based on the Slovin formula was 42 people. The data analysis method used to test significance is path analysis. The path diagram and structural equation of this research are as shown in Figure 1.

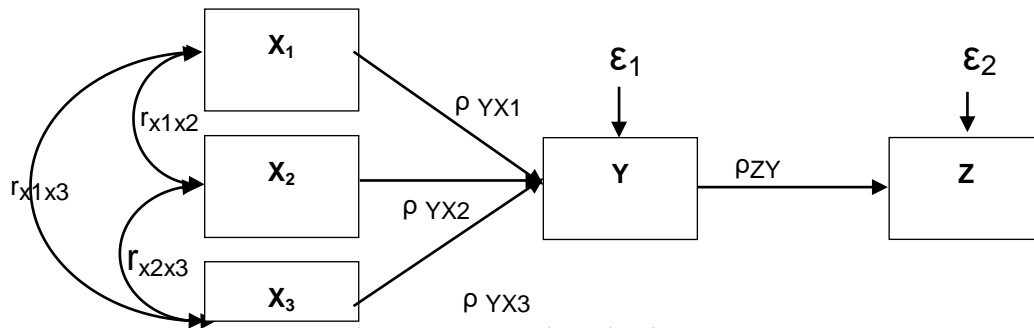


Figure 1. Research Path Diagram

Information :

- X<sub>1</sub> = Interpersonal communication
- X<sub>2</sub> = Competence
- X<sub>3</sub> = Work Discipline
- Y = Job Satisfaction
- Z = Employee Performance
- ε<sub>i</sub> = Epsilon

The sub-structure of the path diagram is as shown in Figure 2 for sub-structure 1; Figure 3 for sub-structure 2.

Sub-structure 1:

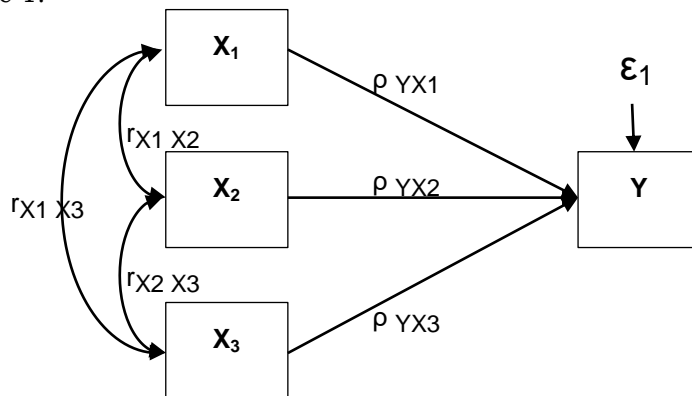


Figure 2. Sub-structure 1

In the first sub-structure, variable X<sub>1</sub>, variable X<sub>2</sub>, and variable X<sub>3</sub> are exogenous variables. Variable Y is an endogenous variable (Ghozali, 2016)(Hair dkk., 2012). Figure 2 shows that the sub-structure equation 1 is as follows:

$$Y = f(X_1, X_2, X_3) \tag{1}$$

The linear equation for sub-structure 1 becomes:

$$Y = \rho_{YX1} X_1 + \rho_{YX2} X_2 + \rho_{YX3} X_3 + \epsilon_1 \tag{2}$$

Information :

- X<sub>1</sub> = Interpersonal communication
- X<sub>2</sub> = Competence
- X<sub>3</sub> = Work Discipline
- Y = Job Satisfaction
- ε<sub>1</sub> = Epsilon 1

Sub-structure 2:

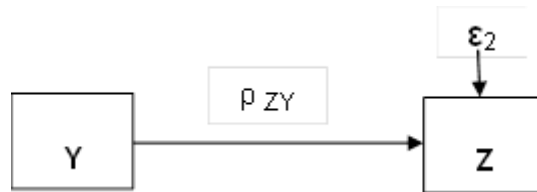


Figure 3. Sub-structure 2

In the first sub-structure, variable Y, is an exogenous variable. Variable Z is an endogenous variable(Ghozali & Latan, 2015)(Hair dkk., 2014). Figure 3 shows that the sub-structure equation 2 is as follows:

$$Z = f(Y)$$

The linear equation for sub-structure 2 becomes:

$$Z = \rho_{ZY}Y + \epsilon_2$$

Information :

Y = Job satisfaction

Z = Employee performance

$\epsilon_2$  = Epsilon 2

### 3. RESULTS AND DISCUSSIONS

#### 3.1. Data Analysis Results

Analysis of the influence of interpersonal communication, work competency and work discipline on job satisfaction and its influence on employee performance was carried out through path analysis tests with model 1 and model 2 regression.

##### a. Regression Model 1

Analysis for the stage 1 regression model was used to determine the magnitude of the influence of interpersonal communication variables, work competence and work discipline on job satisfaction. The following is the substructure equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Where :

Y = Job satisfaction

a = Constant

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Regression coefficients X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>

X<sub>1</sub> = Interpersonal Communication

X<sub>2</sub> = Competence

X<sub>3</sub> = Work discipline

The results of multiple linear regression on the influence of interpersonal communication, competence and work discipline on job satisfaction can be seen in Table 1.

Table 1. Multiple Linear Regression Results Model 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,863 <sup>a</sup>	,745	,725	3.89888

a. Predictors: (Constant), Interpersonal communication, work competence, work discipline

Table 2. Coefficients<sup>a</sup> Multiple Linear Regression Results Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,438	2,953		,148	,883

Interpersonal Communication	,249	.118	,235	2,105	,042
Competence	,276	.132	,285	2,093	,043
Work discipline	,651	,154	,477	4,231	,000

a. Dependent Variable: Job Satisfaction

#### a. t Test (Partial)

Based on the regression results on the interpersonal communication variable, it has a *p-value* of 0.042, which is smaller than 0.05. So  $H_a$  is accepted and  $H_0$  is rejected, which means there is a partial influence between the interpersonal communication variable on the job satisfaction variable, thus the first hypothesis is accepted.

The regression results on the competency variable have a *p-value* of 0.043, which is smaller than 0.05. So  $H_a$  is accepted and  $H_0$  is rejected, this shows that there is a partial influence between the competency variable on the job satisfaction variable, thus the second hypothesis is accepted.

The regression results on the work discipline variable have a *p-value* of 0.000, which is smaller than 0.05. So  $H_a$  is accepted and  $H_0$  is rejected, this shows that there is an influence between the work discipline variable on the job satisfaction variable partially, thus the third hypothesis is accepted.

#### b. Coefficient of Determination

To see the magnitude of the influence of the independent variables (interpersonal communication, competence and work discipline) on the job satisfaction variable, the coefficient of determination ( $R^2$ ) is used. From the results of the research analysis, the  $R^2$  value was 0.745. This shows that simultaneously the independent variables (interpersonal communication, competence and work discipline) have an influence of 74.50% on the job satisfaction variable, while the remainder is influenced by other variables outside these three variables amounting to 25.50%. Meanwhile, the value of  $e_1$  can be found using the formula  $e_1 = \sqrt{1 - 0,745} = 0.505$ .

#### b. Regression Model 2

Analysis for the stage 2 regression model is used to determine the magnitude of the influence of interpersonal communication, competence, work discipline and job satisfaction on employee performance. Following are the sub-structure similarities:

$$Z = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 Y$$

Z = Employee Performance

a = Constant

b<sub>1,2,3,4</sub> = Regression coefficients  $X_1, X_2, X_3, Y$

$X_1$  = Interpersonal Communication

$X_2$  = Competence

$X_3$  = Work Discipline

Y = Job Satisfaction

The results of multiple linear regression on the influence of interpersonal communication, competence, work discipline and job satisfaction on employee performance can be seen in Table 2.

Table 3. Multiple Linear Regression Results Model 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,832 <sup>a</sup>	,692	,659	3.35425

a. Predictors: (Constant), Interpersonal Communication, Competence, Work Discipline, Job Satisfaction

Tabel 4. Coefficients <sup>a</sup> Multiple Linear Regression Results Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,731	2,542		,288	,775
Interpersonal Communication	,188	,107	,229	1,747	,089
Competence	.023	,120	,030	,189	,851
Work Discipline	,264	,160	,251	1,645	.109
Job satisfaction	,332	,140	,430	2,381	.023

a. Dependent Variable: Employee Performance

#### a. t Test (Partial)

From the results of the analysis above, it can be concluded that the interpersonal communication variable has a *p-value* of 0.089 which is greater than the *p-value* of 0.05. So  $H_0$  is accepted, which means there is no significant influence between interpersonal communication variables and partial performance variables, thus the fourth hypothesis is rejected.

The competency variable has a *p-value* of 0.851 which is greater than the value of 0.05. So  $H_0$  is accepted, which means there is no significant influence between the competency variable and the partial employee performance variable, thus the fifth hypothesis is rejected.

The work discipline variable has a *p-value* of 0.109 which is greater than the *p-value* of 0.05. So  $H_0$  is accepted, which means that there is no significant influence between work discipline variables and partial employee performance variables, thus the sixth hypothesis is rejected.

#### b. Coefficient of Determination

To see the magnitude of the influence of the variables interpersonal communication, competence, work discipline and job satisfaction on employee performance, the coefficient of determination ( $R^2$ ) is used. From the results of the analysis of the influence of interpersonal communication, competence, work discipline and job satisfaction on employee performance, an  $R^2$  value of 0.692 was obtained. This shows that simultaneously the variables of interpersonal communication, competence, work discipline and job satisfaction have an influence of 69.20% on employee performance, while the remainder is influenced by other variables outside of the variables of interpersonal communication, competence, work discipline and job satisfaction of 30.80%. Meanwhile, the value of  $e_1$  can be found using the formula  $e_2 = \sqrt{1 - 0,692} = 0.555..$

#### c. Path Analysis

Path analysis is used to analyze the relationship between variables with the aim of determining the indirect influence of interpersonal communication, competence and work discipline on employee performance with job satisfaction as an intervening variable shown in Figure 4.

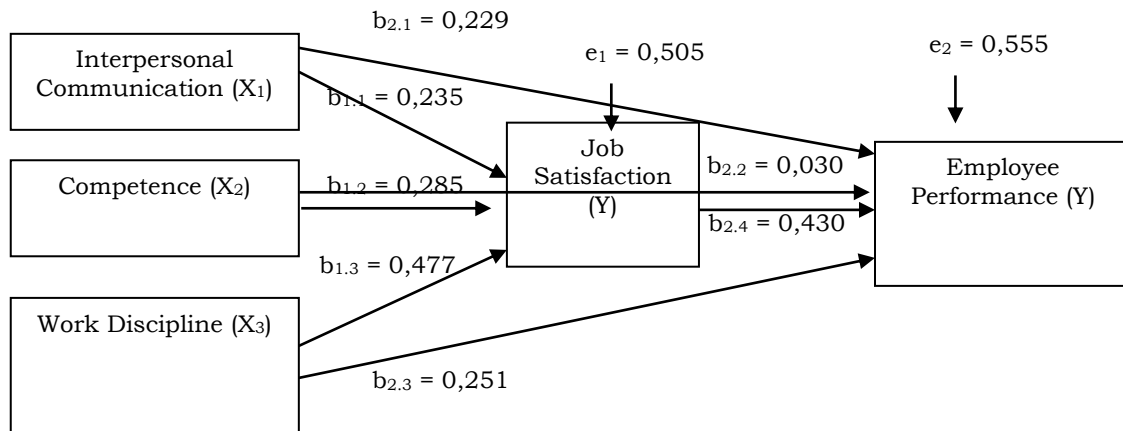


Figure 4. Path Analysis

Based on Figure 4 above, it can be explained the indirect influence of interpersonal communication variables, competence and work discipline on employee performance through job satisfaction as an intervening variable.

a. The Influence of Interpersonal Communication Variables on Employee Performance Through Job Satisfaction

It can be seen that the direct influence that  $X_1$  has on  $Z$  is 0.229. Meanwhile, the indirect effect of  $X_1$  through  $Y$  on  $Z$  is the multiplication of the beta value of So the total influence that  $X_1$  has on  $Z$  is the direct influence plus the indirect influence, namely:  $0.229 + 0.098 = 0.327$ . Based on the calculation results above, it is known that the direct influence value is 0.229 and the indirect influence is 0.098, which means that the direct influence value is greater than the indirect influence. These results indicate that indirectly  $X_1$  through  $Y$  has an insignificant influence on  $Z$ .

b. The Influence of Competency Variables on Employee Performance Through Job Satisfaction

It can be seen that the direct influence that  $X_2$  has on  $Z$  is 0.285. Meanwhile, the indirect effect of  $X_2$  through  $Y$  on  $Z$  is the multiplication of the beta value of So the total influence that  $X_2$  has on  $Z$  is the direct influence plus the indirect influence, namely:  $0.285 + 0.122 = 0.407$ . Based on the calculation results above, it is known that the direct influence value is 0.285 and the indirect influence is 0.122, which means that the direct influence value is greater than the indirect influence. These results indicate that indirectly  $X_2$  through  $Y$  has an insignificant influence on  $Z$ .

c. The Influence of Work Discipline Variables on Employee Performance Through Job Satisfaction

It can be seen that the direct influence that  $X_3$  has on  $Z$  is 0.251. Meanwhile, the indirect effect of  $X_3$  through  $Y$  on  $Z$  is the multiplication of the beta value of So the total influence that  $X_3$  has on  $Z$  is the direct influence plus the indirect influence, namely:  $0.251 + 0.108 = 0.359$ . Based on the calculation results above, it is known that the direct influence value is 0.251 and the indirect influence value is 0.108, which means that the direct influence value is greater than the indirect influence. These results indicate that indirectly  $X_3$  through  $Y$  has an insignificant influence on  $Z$ .

#### 4. CONCLUSION

This study highlights the essence of interpersonal communication, competence and work discipline on employee performance through job satisfaction. Evaluating and controlling

employee behavior in the workplace is very important to detect a decline in employee performance. Review and accuracy in the use of procedures in work programs is also needed to avoid reducing employee performance. Business leaders are expected to provide training, such as interpersonal communication and competency training so that employee performance and job satisfaction will be improved. The conclusions in this research are: Interpersonal communication has a positive and significant effect on job satisfaction with a regression coefficient of 0.249 and a *p-value* of 0.042. Competence has a positive and significant effect on job satisfaction with a regression coefficient of 0.285 and a *p-value* of 0.043. Work discipline has a positive and significant effect on job satisfaction with a regression coefficient of 0.651 and a *p-value* of 0.000. Interpersonal communication does not have a significant effect on employee performance with a regression coefficient of 0.229 and a *p-value* of 0.089. Competency does not have a significant effect on employee performance with a regression coefficient value of 0.023 and a *p-value* of 0.851. Work discipline does not have a significant effect on employee performance with a regression coefficient value of 0.264 and a *p-value* of 0.109. Job satisfaction has a significant effect on performance with a regression coefficient of 0.332 and a *p-value* of 0.023. Interpersonal communication has a positive but not significant effect on employee performance variables through the job satisfaction variable. Competence has a positive but not significant effect on employee performance variables through the job satisfaction variable. Work discipline has a positive but not significant effect on employee performance variables through the job satisfaction variable.

This research has theoretical and practical contributions. However, this still has limitations. This research only identifies interpersonal communication, competence and work discipline on employee performance through job satisfaction in MSMEs. Future research should examine variables that influence the decline in work behavior, such as quality control, professional commitment, self-control, emotional intelligence and other variables to increase employee work abilities, such as skills, experience and critical thinking.

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