

# **Analysis Of The Role Of Internal Communication And Work Discipline On Employee Performance At Pt. Kalibaru Investama**

Juao C. Costa Rosary  
College of Commerce & Arts, Navelim-Goa, India

Pervez N. Ghauri  
University of Birmingham, Birmingham, United Kingdom

Thomas Salzberger  
Institute for Marketing Management, Austria

## **Abstract**

This study explains the relationship between internal communication and work discipline and how both factors affect employee performance. PT. Kalibaru Investama is the subject of this investigation. The philosophy of work discipline and internal communication is covered in this paper. This study employed a non-probability sampling technique with a quantitative approach using a questionnaire survey that was given to 67 respondents and then analyzed using SPSS version 20.0. The findings of the hypothesis test (t test), which found a significant relationship between work discipline and performance (t count 2.153 Ttable 1.996). Internal communication has a t count of 3.398 Ttable 1.996 with a coefficient of determination of 41.7%, which indicates a considerable impact on job performance. Employee performance is significantly and simultaneously impacted by work discipline and internal communication. The results of this study's implications can help management, particularly at PT. Kalibaru Investama, realize the need of maintaining workplace discipline and effective internal communication.

**Keywords:** Work Discipline, Communication, Performance

## **Introduction**

Indirectly, competition in the contemporary period of globalization pushes nations to adapt to current changes. Each year, there is fierce competition, which inadvertently compels every nation to survive. Indonesia is one of 62 nations on the list of nations that compete internationally. Whereas on this list, Indonesia also faces off against powerful nations that have an impact on the global economy.

Competition that takes place focuses on fulfilling human resource factors inside the organization as well as the commercial environment. Workplace discipline and other elements that were not included in this study are among them. The manager of the HRD section, who provided information regarding employee work discipline to researchers, said that the business is paying more attention to the level of staff discipline. He claims that the HRD division is particularly concerned about the disciplinary issue at PT. Kalibaru Investama, which is more prevalent in terms of attendance and tardiness.

In this instance, the HRD division has employed measures, one of which is to penalize tardy workers with fines. (Lijan, 2019) Work discipline is defined as the capacity of an individual to work consistently, diligently, and in compliance with applicable laws by abiding by established guidelines. According to the interview data shown above, arriving late or not at all are two issues that can lead to problems with workplace discipline.

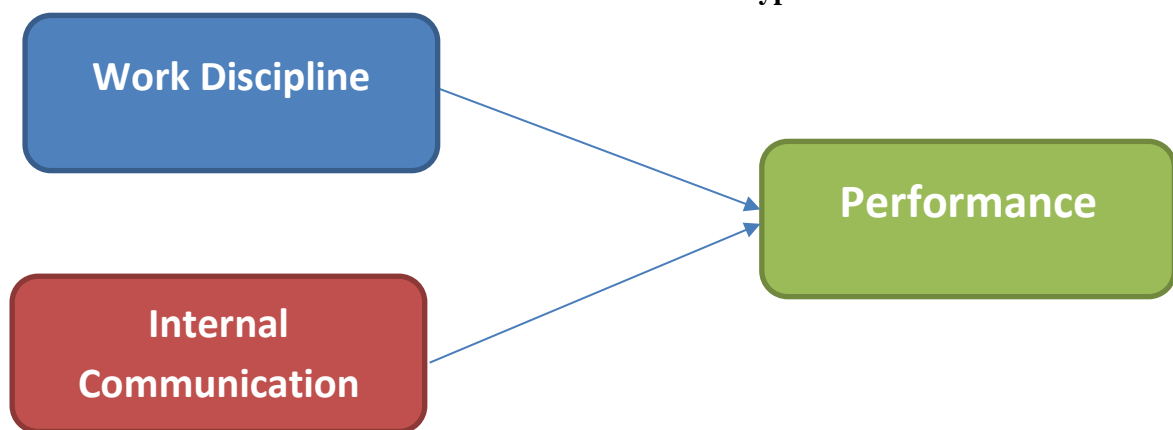
It appears that different parts of the company are affected by this, not just one. According to Argenti (2013), a company needs internal communication between supervisors and subordinates to sustain a friendly working environment. Subordinates and supervisors must participate in effective internal communication in order to share ideas, restrictions, and opinions. As a result, the majority of employees now want involvement in workplace discussions that spur organizational transformation.

Participation is regarded as crucial to maintaining employee engagement at all organizational levels without placing priority on job duties. Participation can also promote cooperation with supervisors and among coworkers. To ensure that employees' perspectives are heard and taken into consideration by their superiors in light of these developments, communication must be a two-way process that creates feedback.

Research was also done on earlier literature on the impact of internal communication and work discipline on employee performance. The study "The Influence of Work Motivation and Discipline on Employee Performance (Case Study of 60 PT Syncrum Logistics Employees)" was done by (Hasyim et al., 2020) from STIE Pelita Bangsa Cikarang. Research was done on "The Influence of Leadership, Motivation, and Work Discipline on Employee Performance at PT. Patra Komala in Dumai (Case Study on Employees of PT Komala Patra Dumai)" by Sari (2016) from the University of Riau. Research was done on "Internal Communication of PT. Solid Logistics Affects Increasing Employee Engagement" (Case Study on Employees of PT. Solid Logistics) by Sukatno (2018) from the STIKOM Postgraduate Master of Communication Studies. Researchers are interested in evaluating the Effects of Work Discipline and Internal Communication on Employee Performance at PT. Kalibaru Investama based on studies of phenomena, past literature reviews, business challenges, and pre-research.

## Research Methods

**Figure 2.**  
**Relations Between Variables and Hypotheses**



Research Processed Results, 2023 as a Source  
According to the research model in Figure 2,

The hypothesis is based on the following 2 variables:

1. Work Discipline as a Free-Range Object
2. Using internal communication as a separate factor

As a Dependent Variable, Performance A questionnaire will be used to collect data on the aforementioned factors from respondents, who will then be subjected to analysis and the testing of the hypothesis.

The strategy for testing hypotheses will be described as follows: The quantitative approach was used to carry out this study. Data is expressed in numbers when using the quantitative approach since the research topic or object may be quantified (Zenius, 2023). The quantitative method is one of the research methodology sets. From the beginning until the formulation of the study design, the quantitative research method's parameters are methodically planned and precisely outlined.

Researchers employed both primary and secondary data in this study. Primary data were gathered from the field using questionnaires, and secondary data came from H1 H2 library research utilizing books, scientific journals, and the media. Using a questionnaire, sampling was done at the designated time and location in Bogor in April 2023. Questionnaires were created, distributed, gathered, and processed in a month. all the people and groups that the research is focusing on.

A population is a group of things that all have one or more traits in common. The most important aspect of a population is that all items with the necessary traits are present, making up the population

as a whole. It is important to note that "objects" do not necessarily have to be tangible things (Mark & J, 2003). Employees from each division of PT. Kalibaru Investama, which employs 232 individuals, made up the study's population. The sample is a carefully chosen portion of the population. The selection is typically conducted at random to ensure that every member of the population has an equal chance of being included in the sample. Since there are too many people in the population to analyze all of them, sampling is frequently done for practical reasons (Mark & J, 2003).

In this study, PT. Kalibaru Investama personnel and researchers were the only ones who received questionnaires; the answers were distributed solely for academic purposes. This sampling strategy was used to collect data. Researchers can gather information about the effects of Work Discipline and Internal Communication on Employee Performance at PT. Kalibaru Investama using the questionnaire that will be distributed. In this investigation, there were 67 samples totaling 36 indications.

## Results And Discussion

### Hypothesis Test for Regression Coefficient

In part (T test) The statistical test t demonstrates the extent to which one independent variable alone may account for a variance in the dependent variable. The significance threshold used for the test was 0.05 ( $\alpha = 5\%$ ) (Gunawansyah, 2023). the test used to examine whether the independent variable (X1) in a regression model partially influences the dependent variable (Y) in a meaningful way. With a significance threshold of 0.05, the t table can be searched using (df)  $n_k - 1$ , or in the case of this study,  $67 - 2 - 1 = 67$  with a t table value of 1,996. The following factors are used to determine whether the hypothesis should be accepted or rejected:

1.  $H_0$  is rejected if the significant value of t is less than 0.05, indicating that there is a significant relationship between the independent and dependent variables.
2.  $H_0$ , which denotes that there is no significant effect of one independent variable on the dependent variable, is accepted if the significant value of  $t > 0.05$ .

Results and t-table for hypothesis testing with the following justification:

1. The Tcount is 2.153, the Ttable value is 1.996, and the Significant value is 0.035 0.05 when testing the social media marketing variable (X1). It is well known that the Tcount (2.153) Ttable (1.996) outcomes. We can therefore draw the conclusion that  $H_1$  is true, i.e., the Work Discipline variable (X1) significantly affects the Performance variable (Y).
2. The Tcount for testing the awareness variable (X1) is 3.398, the Ttable value is 1.996, and the Significant value is 0.001 0.05. The results of Tcount (63.398) Ttable (1.996) are known.

We can therefore draw the conclusion that  $H_2$  is true, i.e., the Internal Communication variable (X1) significantly affects the Performance variable (Y). It may be stated that the dependent variable, Performance (Y), is significantly influenced by the independent variables, Work Discipline and Internal Communication, to a lesser extent.

### F Test

According to Imam Ghozali (2011), the F test essentially determines if all of the independent or independent factors present in the model have a combined impact on the dependent dependent variable.

In this study, if the F value is less than 0.05, it indicates that the independent factors have an additive effect on the dependent variable, and a significance level of 5% is used. In this investigation,  $67 - 2 - 1 = 67$  with a Ftable value of 3.13 was used as the significant level, which uses  $\alpha = 5\%$  or 0.05 with (df)  $n_k - 1$ .

The F test's requirements are:

1. With a 0.05 error rate, the null hypothesis is accepted if Fcount Ftable value.
2. The null hypothesis is disproved (with a 0.05 error rate) if Fcount  $>$  Ftable value.

Table 1. Partial Regression Coefficient Test Results

Model	Sum of Squares	Df	Mean Square	F	Sign..
1 Regression	430,614	2	215,307	23,930	.000b
Residual	602,829	67	02,829		

Total 1033,443 69
a. Dependent Variable: Work Performance (Y)
b. Predictors: (Constant), Internal Communication (X2), Work Discipline (X1)

Source: T test using processed SPSS 21.0

ANOVA Regression using a Model Sum of Squares Df Mean Square F Sig. 1 Total: 1033,443 69 430,614 2 215,307 23,930.000b Residual: 602,829 67 8,997 02,829 Work Performance (Y) is a dependent variable. b. Internal Communication (X2) and Work Discipline (X1) are predictor variables. Then, Sig value 0.000 0.05 and Fcount (23.930) > Ftable value (3.13). In other words, both internal communication and work discipline have an impact on performance. Therefore, Ha is accepted whereas H0 is refused.

### Determination Test Coefficient (R2)

Comparing the variations of Y described by X1 and X2 collectively to the overall variation of Y is R2. The value of R2 will be 1 if, aside from X1 and X2, all variables found in E that are not part of the model are also included in the model. The coefficient of determination test, according to Priyatno (in Ghozali, 2018), is used to assess the extent to which change in the independent (independent) variable in a multiple linear regression model explains variation in the dependent (dependent) variable.

Table 2.  
Determination Coefficient Test Results  
(Test R<sup>2</sup>) Model Summary

Model RR Square Adjusted R Square Std. Error of the Estimate
1 646a . 417 .399 3.000
a. Predictors: (Constant), Internal Communication (X2), Work Discipline (X1)

Source: SPSS 20, 2023 Processed Results

Table 4.20 demonstrates that the R2 value is 0.417, which is equal to 41.7%. This demonstrates that the independent variables (Work Discipline and Internal Communication) have a 41.7% influence on the dependent variable (Work Performance). While additional research is required to look at other factors that may affect work performance in order to understand the remaining 58.3%, which is influenced by factors that were not looked at in this study.

### Test for Multiple Linear Regression

Table 3.  
Coefficients Multiple Linear Regression Test Results

	Model		Unstandardiz ed Coefficients			Standardized Coefficients	
		B	std. Errors	Beta	t	sig.	
1	(Constant)	13.113	5,463		2,400		019
	Work Discipline X1	.276	.128	.22	2.153	.035	
	Internal Communications X2	.452	.133	.403	.398	.001	

a. Dependent Variable: Y Work Performance Source: Processed Results of SPSS 20, 2023  $Y = a + b_1X_1 + b_2X_2$   $Y = 13.113 + 0.276 X_1$  (Work Discipline) + 0.452 X2 (Internal Communication)

Information :  $Y = \text{Interest to Buy } 13.113 = \text{Constant Value } 0.276 = \text{Regression coefficient variable Work Discipline } X_1 = \text{Work Discipline } 0.452 = \text{Regression coefficient variable Internal Communication } X_2 = \text{Internal Communication}$

Based on table 3, the resulting multiple linear regression equation is explained

1. Constant of 13.113. meaning that if the Work Discipline and Internal Communication variables have a value of 0, then Work Performance has a value of 13.113.
2. The regression coefficient of the Work Discipline variable is 0.276. This means that if the Work Discipline variable increases by one unit, then Work Performance will increase by 0.276. Internal Communication variable regression coefficient of 0.452. This means that if the Internal Communication variable increases by one unit, then Work Performance will increase by 0.452.

After conducting the tests in the previous sub-chapters, based on the Transformational Leadership dimension (KK 1), employee performance will increase if employees provide clear absence statements when they are not present at the office (KK 1.2) and if they come/go home according to predetermined working hours (KK 1.2) KK 1.4) Based on the Teamwork dimension (KK 2) employee performance can increase if employees obey the rules of conduct and implement them (KK 2.1) and if employees can complete tasks well because they have a sense of responsibility towards their work (KK 2.3).

Meanwhile, based on the Work Environment (KK 3) dimension, employee performance can increase if the Work Environment creates a comfortable atmosphere for work (KK 3.1) and if the Work Environment creates a safe atmosphere for work (KK 3.4). Work Discipline Has a Significant Influence on Performance Based on the results of the research in the previous chapter, it shows that work discipline has a significant effect on work performance at PT. Kalibaru Investama with a t count of 2.153. Causal indicators can be identified through the results of the Pearson correlation where the indicators that have the highest value from the Attendance dimension are Absenteeism (DK 1.1) and Description of Attendance (DK 1.2). On the Adherence to Working Standards dimension with indicators of Responsibility (DK 2.3) and Rules of Procedure (DK 2.1). And on the High Level of Vigilance dimension, namely Occupational Health and Safety (DK 3.4) and Be careful (DK 3.1). These six indicators become items that affect employee performance in the Work Discipline variable. In line with research conducted by (Kelibulin et al., 2020) entitled "The effect of work discipline on an employee performance: (The health office case study of Tanimbar Island)" the results of his study stated that Work Discipline has a significant effect on Employee Performance at PT. Kalibaru Investama with a p value of 0.537. And research conducted by (Sarwani, 2016) entitled "The Effect of Work Discipline and Work Environment". Even though there are differences in the results between this study and previous studies, in general it can be interpreted that the Work Discipline variable has a significant effect on work performance. Internal Communication Has a Significant Influence on Performance Based on the results of the research in the previous chapter, it shows that Internal Communication has a significant effect on work performance at PT. Kalibaru Investama with t count of 3.398. With the highest Pearson correlation results on the Corporate Internal / Communication Department dimension with Task Coordination indicators (KI 1.1) and Reliable information (KI 1.3). On the Communication Vertical/Leadership dimension, namely the Task Instruction (KI 2.1) and Information (KI 2.2) indicators. Meanwhile, in the Emotional culture dimension, the indicators are Social Skills (KI 3.4) and Self-Regulation (KI 3.2) and Empathy (KI 3.3). The six indicators are items that affect the work performance of employees of PT. Kalibaru Investama on Internal Communication variables. The results of this study are in line with research conducted by (Tkalc Verčič & Špoljarić, 2020) entitled "Managing internal communication: How the choice of channels affects internal communication satisfaction" and research conducted by (Hidayat, 2023) entitled "The Influence of Internal Communication , Work Discipline and Teamwork on Employee Performance" shows the result that Work Discipline has a significant effect on Work Performance. Discussion of the F Test Based on the results in the previous sub-chapter, when the test is carried out simultaneously it shows that if the Work Discipline variable is combined with other Internal Communication variables simultaneously it shows the result that the independent variable has an effect on Work Performance.

Discussion of Multiple Linear Regression Tests From the calculation of the coefficient table it is found that multiple linear regression the regression model is obtained as follows:  $\text{Work Performance} = 13.113 + 0.276 (\text{Work Discipline}) + 0.452 (\text{Internal Communication})$  Illustration of this model: First: The equation is 2022. COSTING:Journal of Economic, Business and Accounting 6(1):176-186 183 shows that there is a one-unit increase in the social variable Work Discipline, Internal Communication

will increase the Work Performance variable. Second: the value of 13.113 indicates that the magnitude of the direct influence of the variables of Work Discipline and Internal Communication on Work Performance. Third: If the management of PT. Kalibaru Investama will implement a strategy to improve performance, so the priority variable is Internal Communication, because it produces a greater beta of 45.2%, while later on the Work Discipline variable with a beta of 27.6%.

## Closing

### Conclusion

The purpose of this study was to determine how much influence Work Discipline and Internal Communication Employee Performance at PT. Kalibaru Investama (Study through interviews and observation), in this study data was obtained by distributing questionnaires to 67 respondents with certain criteria, then the data was then processed using a statistical analysis tool in the form of a program, namely SPSS 20.0. The results of the data processing are concluded as follows. The Variable of Work Discipline (X1) has an effect and is significant on the Work Performance (Y) of employees of PT. Kalibaru Investama with a Tcount of 2.153 while the Ttable value is 1.996 and the Significant value shows a value of 0.035 <0.05. Internal Communication Variable (X2) has significant influence on Work Performance (Y) of employees of PT. Kalibaru Investama with a Tcount of 3.398 while the Ttable value is 1.996 and the Significant value shows a value of 0.001 <0.05. The Variables of Work Discipline and Internal Communication simultaneously influence work performance. Suggestion It is hoped that this research can provide an understanding for the management to pay attention to good Work Discipline and Internal Communication, especially at PT. Kalibaru Investama .

## References

- Agustini, N. A., & Purnaningsih, N. (2018). Pengaruh Komunikasi Internal dalam Membangun Budaya Organisasi. *Jurnal Komunikasi Pembangunan*, 16(1), 89–108. <https://doi.org/10.46937/1620182> 5198
- Arif, M., Putri, E. S., Yudi, S., & Jufrizen. (2019). Effect of Compensation and Discipline on Employee Performance. *Proceeding of The 3 Rd Internasional Conference on Accounting, Business & Economics (UII-ICABE 2019)*, 1(1), 263–276.
- Arum, D. N. J., & Anie. (2012). Statistik Deskriptif & Regresi Linier Berganda Dengan SPSS Asril, M., & Jamal, K. and. (2019). 濟無No Title No Title. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Atambo, W. N., & Momanyi, D. K. (2016). Effects of Internal Communication on - Employee Performance: A Case Study of Kenya Power and Lighting Company, South Nyanza Region, Kenya. *Imperial Journal of Interdisciplinary Research (IJIR)*, 2(5), 328–340.
- Bangun, R., Ratnasari, S. L., & Hakim, L. (2019). The Influence of Leadership, Organization Behavior, Compensation, And Work Discipline on Employee Performance in Non-Production Departments PT. Team Metal Indonesia. *Journal of Research in Psychology*, 1(4), 13– 17. <https://doi.org/10.31580/jrp.v1i4.11> 16
- Cheng, M. (2016). Sharing economy: A review and agenda for future research. *International Journal of Hospitality Management*, 57, 60-70.
- Cheng, M., & Jin, X. (2019). What do Airbnb users care about? An analysis of online review comments. *International Journal of Hospitality Management*, 76, 58-70.
- Cheng, M., & Foley, C. (2018). The sharing economy and digital discrimination: The case of Airbnb. *International Journal of Hospitality Management*, 70, 95-98.
- Cheng, M., Edwards, D., Darcy, S., & Redfern, K. (2018). A tri-method approach to a review of adventure tourism literature: Bibliometric analysis, content analysis, and a quantitative systematic literature review. *Journal of hospitality & tourism research*, 42(6), 997-1020.
- Cheng, M., & Foley, C. (2019). Algorithmic management: The case of Airbnb. *International Journal of Hospitality Management*, 83, 33-36.
- Cheng, M., Wong, I. A., Wearing, S., & McDonald, M. (2017). Ecotourism social media initiatives in China. *Journal of sustainable tourism*, 25(3), 416-432.

- Cheng, M., Chen, G., Wiedmann, T., Hadjikakou, M., Xu, L., & Wang, Y. (2020). The sharing economy and sustainability—assessing Airbnb’s direct, indirect and induced carbon footprint in Sydney. *Journal of Sustainable Tourism*, 28(8), 1083-1099.
- Cheng, M., Houge Mackenzie, S., & Degarege, G. A. (2022). Airbnb impacts on host communities in a tourism destination: An exploratory study of stakeholder perspectives in Queenstown, New Zealand. *Journal of Sustainable Tourism*, 30(5), 1122-1140.
- Cheng, M., Wong, A. I., & Prideaux, B. (2017). Political travel constraint: The role of Chinese popular nationalism. *Journal of Travel & Tourism Marketing*, 34(3), 383-397.
- Cheng, M., & Wong, A. I. (2014). Tourism and Chinese popular nationalism. *Journal of Tourism and Cultural Change*, 12(4), 307-319.
- Cheng, M., Zhang, G., & Wong, I. A. (2020). Spanning across the boundary of Airbnb host community: a network perspective. *International Journal of Hospitality Management*, 89, 102541.
- Cheng, M., Jin, X., Wang, Y., Wang, X., & Chen, J. (2023). A sequential pattern mining approach to tourist movement: The case of a mega event. *Journal of Travel Research*, 62(6), 1237-1256.
- Chen, G., Cheng, M., Edwards, D., & Xu, L. (2022). COVID-19 pandemic exposes the vulnerability of the sharing economy: a novel accounting framework. *Journal of Sustainable Tourism*, 30(5), 1141-1158.
- Dewi, S. K., & Sudaryanto, A. (2020). Validitas dan reliabilitas kuisisioner pengetahuan , sikap dan perilaku. Program Studi Keperawatan, Universitas Muhammadiyah Surakarta, 73– 79.
- Drs. Sutaryo, M. S. (2016). Ruang Lingkup Komunikasi. 1–7.
- Edwards, D., Cheng, M., Wong, I. A., Zhang, J., & Wu, Q. (2017). Ambassadors of knowledge sharing: Co-produced travel information through tourist-local social media exchange. *International Journal of Contemporary Hospitality Management*.
- Fahmi, M., & Sanika, F. (2019). The Influence of Leadership and Work Discipline Towards Employee Performance at PT. Kereta Api Indonesia (Persero) Divisi Regional I Sumatera Utara. *Journal of International Conference Proceedings*, 2(3), 161–169. <https://doi.org/10.32535/jicp.v2i3.658>
- Fanani, I., Djati, S. P., & Silvanita, K. (2016). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) (Studi Kasus RSUD UKI). *Indonesian Christian University*, 1(1), 40–53.
- García Reyes, L. E. (2013). Metode Penelitian. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Ghozali. (2018). Jurnal Informasi dan Pemodelan Kimia. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Ginting, N. B. (2018). Pengaruh Disiplin Kerja dan Komunikasi Terhadap Kinerja Karyawan di Pt. Sekar Mulia Abadi Medan. *AJIE - Asian Journal of Innovation and Entrepreneurship*, 3(2), 130– 139.
- Gunawansyah, H. (2023). BAB III Metodologi Penelitian. 05.
- Hasyim, M. A. N., Maje, G. I. L., Alimah, V. ', & Priyadi, S. A. P. (2020). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan PT.Kahatex. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 3(2), 58–69. <https://doi.org/10.36778/jesya.v3 i2.161>
- Hidayat, R. (2023). Terhadap Kinerja Karyawan The Influence Of Internal Communication , Work Discipline And Team Work Toward Employee Performance Rahmat Hidayat Abstrak Detail Artikel : Pendahuluan Sumber daya manusia merupakan faktor utama terpenting dalam sebuah organisasi. 10, 58–75.
- Hidayati, S. K., Perizade, B., & Widiyanti, M. (2019). Effect Of Work Discipline And Work Environment To Performance Of Employees. *International Journal of Scientific and Research Publications (IJSRP)*, 9(12), p9643. <https://doi.org/10.29322/ijsrp.9.1 2.2019.p9643>
- Jin, X., & Cheng, M. (2020). Communicating mega events on Twitter: Implications for destination marketing. *Journal of Travel & Tourism Marketing*, 37(6), 739-755.
- Kaehler, B., & Grundei, J. (2019). HR Governance A Theoretical Introduction. *Researchgate*, 2019(July 2018), 1–29.
- Kelibulin, E. S., Palutturi, S., Arifin, M. A., Indar, Thamrin, Y., Stang, & Rahmadani, S. (2020). The effect of work discipline on a employee performance: (The health office case study of Tanimbar Island). *Medico-Legal Update*, 20(3), 943–947.



- Lee, Y., & Queenie Li, J. Y. (2020). The value of internal communication in enhancing employees' health information disclosure intentions in the workplace. *Public Relations Review*, 46(1).
- Legge, K. (1995). What is human resource management? *Human Resource Management*, 62–95. [https://doi.org/10.1007/978-1-349-24156-9\\_3](https://doi.org/10.1007/978-1-349-24156-9_3)
- Lestari, R. A. (2014). Pengaruh Kepemimpinan Partisipatif Dan Komitmen Organisasi Terhadap Efektifitas Implementasi Rencana Strategik Pada Madrasah Aliyah di Kabupaten Sukabumi. 1–25.
- Ma, E., Cheng, M., & Hsiao, A. (2018). Sentiment analysis—a review and agenda for future research in hospitality contexts. *International Journal of Contemporary Hospitality Management*, 30(11), 3287-3308.
- Mark, H. and W., & J. (2003). P Opulations and S Amples : Population and Sample. *Statistic in Spectroscopy*, 17–23
- . Massoudi, A. H. (2018). Employees Performance Dimensions in Kurdistan Region Hotel Industry. October 2016. <http://www.recentscientific.com>
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, 45(3).
- Mody, M. A., Hanks, L., & Cheng, M. (2021). Sharing economy research in hospitality and tourism: a critical review using bibliometric analysis, content analysis and a quantitative systematic literature review. *International Journal of Contemporary Hospitality Management*, 33(5), 1711-1745.
- Oehlhorn, C. E., Maier, C., Laumer, S., & Weitzel, T. (2020). Human resource management and its impact on strategic business-IT alignment: A literature review and avenues for future research. *Journal of Strategic Information Systems*, 29(4), 101641.
- Paoki, E., Saerang, D., & Pangemanan, S. (2017). the Effect of Work Discipline and Team Work on Employee Performance (Case Study At Pt. Bahasa Technology Solutions). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(2).
- Parker, M., & Terry, L. A. (2017). *Management Teori*.
- Ridha, N. (2017). Proses Penelitian, Masalah, Variabel, dan Paradigma Penelitian. *Jurnal Hikmah*, 14(1), 62–67.
- Rosenbaum, M. S., Cheng, M., & Wong, I. A. (2016). Retail knockoffs: Consumer acceptance and rejection of inauthentic retailers. *Journal of Business Research*, 69(7), 2448-2455.
- Sari, Y. K. (2016). Pengaruh Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Patra Komala Di Dumai. *Jurnal Tepak Manajemen Bisnis*, VI(2), 119–127.
- Sarwani. (2016). The Effect of Work Discipline And Work Environment. *Jurnal Internasional Sinergi*, 6(2), 53–67.
- Sebastião, S. P., Zulato, G., & Trindade, A. D. (2017). Internal communication and organisational culture: The management interplay in the view of the Portuguese communication consultant. *Public Relations Review*, 43(4), 863– 871. <https://doi.org/10.1016/j.pubrev.2017.05.006>
- Sukatno. (2018). Pendahuluan.
- Sulutgo, P. T. B. (2019). Analyzing the Effect of Work Discipline and Employee Morale on Employee Performance Pt. Bank Sulutgo. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(1). <https://doi.org/10.35794/emba.v7i1.22375>
- Tkalac Verčič, A., & Špoljarić, A. (2020). Managing internal communication: How the choice of channels affects internal communication satisfaction. *Public Relations Review*, 46(3). <https://doi.org/10.1016/j.pubrev.2020.101926>
- Weijters, B., Millet, K., & Cabooter, E. (2020). Extremity in horizontal and vertical Likert scale format responses. Some evidence on how visual distance between response categories influences extreme responding. *International Journal of Research in Marketing*, xxxx. <https://doi.org/10.1016/j.ijresmar.2020.04.002>
- Wong, I. A., & Cheng, M. (2014). Exploring the effects of heritage site image on souvenir shopping attitudes: The moderating role of perceived cultural difference. *Journal of Travel & Tourism Marketing*, 31(4), 476-492.
- Zhu, L., Lin, Y., & Cheng, M. (2020). Sentiment and guest satisfaction with peer-to-peer accommodation: when are online ratings more trustworthy?. *International Journal of Hospitality Management*, 86, 102369.



Zhu, L., Cheng, M., & Wong, I. A. (2019). Determinants of peer-to-peer rental rating scores: the case of Airbnb. *International Journal of Contemporary Hospitality Management*, 31(9), 3702-3721.