

# The Effect of Internal Communication Toward Employee Work Productivity of PT Telkom Akses Regional Jatim Bali Nusra

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## Article Information

Submitted date 14-08-2024  
Revised date 23-10-2024  
Accepted date 27-10-2024

### Keywords:

*internal communication;*  
*productivity of work;*  
*employees.*

### Kata kunci:

*komunikasi internal;*  
*produktivitas kerja;*  
*karyawan.*

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## Abstract

The work productivity of PT Telkom Akses Regional Jatim Bali Nusra employees is not optimal due to various problems caused by a lack of cooperation and coordination. Good communication can improve cooperation or coordination to achieve work productivity. This research aims to determine the extent to which internal communication influences the work productivity of PT Telkom Akses Regional Jatim Bali Nusra employees. The research uses quantitative methods and simple regression analysis to test the hypothesis. The research findings show a significance of .000 with an F-value of 36.357 and an R-squared of .236, proving that internal communication significantly impacts employee work productivity. The extent of the influence of internal communication is 23.6%, and other variables outside this research influence the remaining portion. The practical recommendation of the research is to maximize activities or programs that support the implementation of effective and two-way internal communication, re-socialization and application of the company's internal communication SOP, optimization of communication media within the company, as well as activities that support the maximization of employee work productivity such as employee training related to meeting the quality and quantity of work output, and employee work discipline.

## Abstrak

Produktivitas kerja karyawan PT Telkom Akses Regional Jatim Bali Nusra terbilang belum berjalan secara optimal dikarenakan berbagai permasalahan yang diakibatkan oleh kurangnya kerjasama dan koordinasi. Komunikasi yang baik dapat meningkatkan kerjasama atau koordinasi untuk mencapai produktivitas kerja. Penelitian ini bertujuan untuk mengetahui sejauh mana komunikasi internal berpengaruh terhadap produktivitas kerja karyawan PT Telkom Akses Regional Jatim Bali Nusra. Penelitian menggunakan metode kuantitatif dan analisis regresi sederhana untuk menguji hipotesis. Temuan penelitian menunjukkan signifikansi 0,000 dengan nilai F sebesar 36,357 dan koefisien determinasi (R-square) 0,236 yang membuktikan bahwa komunikasi internal memiliki pengaruh signifikan terhadap produktivitas kerja karyawan. Besar pengaruh komunikasi internal sebesar 23,6% dan sisanya dipengaruhi oleh variabel lain di luar penelitian ini. Saran praktis penelitian yaitu memaksimalkan kegiatan atau program yang mendukung berjalannya komunikasi internal yang efektif dan dua arah, sosialisasi kembali dan penerapan SOP komunikasi internal perusahaan, pemaksimalan media komunikasi di perusahaan, serta kegiatan yang mendukung pemaksimalan produktivitas kerja karyawan seperti pelatihan karyawan terkait pemenuhan kualitas dan kuantitas output kerja, serta disiplin kerja karyawan.



## INTRODUCTION

Productivity is highly prioritized for profit-oriented organizations. One of the efforts to maximize a company's productivity is by improving all the components within the company, including management, regulations, culture, and the human resources working in the company (Mahawati et al., 2021). According to Ranupandojo and Husnan (1989), the human element is essential in productivity. This is because the company needs to demonstrate the output of employees' roles (Feinberg, as cited in Putri & Wijono, 2018). Thus, the company's profit depends on employee productivity in producing goods and services. Therefore, employee work productivity is essential for a company because its success greatly depends on its employees' productivity (Sharma, as cited in Mahawati et al., 2021). This shows that human resources in the company play a role in increasing the company's productivity.

Productivity measures how well an employee can complete their work based on the quality and quantity set by the company, so it can be measured by the total output produced by an employee in performing their job (Zivin & Neidell, as cited in Aspiyah & Martono, 2016). Employees can be considered productive if they can produce products that meet the company's or institution's targets. The company can become more developed and competitive by achieving maximum employee work productivity. Indonesia's labor productivity is 74.4%, while the ASEAN average is 78.2%, according to the Indonesian Ministry of Manpower, as reported by CNBC Indonesia (Malimin, 2023). This shows that although labor productivity in Indonesia is relatively high when compared to Southeast Asian countries, Indonesia still does not match the average, so Indonesia's labor productivity needs to be improved.

According to Wahyuningsih (2018), employee work productivity increases when employees are always present at the company, perform well, are willing to work hard, and are never absent or skip work. Conversely, employee work productivity decreases when employees cannot compete with other employees, are frequently absent or skip work, and work carelessly. Employees are also responsible for completing their work within a specific timeframe with optimal results to achieve high productivity. However, employees have their limitations in working, such as being unable to complete the workload targeted by the company within the constraints of time, quantity, and difficulty level of the work. This causes the speed of task or job completion and the productivity of each employee to be unequal (Afia & Ranu, 2013). Meanwhile, according to Hariandja (in Dewi & Sujana, 2021), the indicators of employee work productivity are the quantity of output obtained by employees, the quality of the work produced, and the optimization of time spent producing output or performing their tasks.

PT Telkom Akses is a subsidiary of PT Telekomunikasi Indonesia, operates in the field of providing access network installation services, network infrastructure development, management, access network operation, and maintenance. Like other companies, PT Telkom Akses also involves various resources to carry out every task, especially the contribution and performance of human resources in achieving the company's goals and targets to maximize productivity. PT Telkom Akses, being a service-oriented company, focuses on customer service satisfaction. Thus, the company must perform well by demonstrating its employees' ability to provide optimal and quality services to customers. The employees' abilities, in this case, are related to their performance while carrying out tasks and work in the company. Employee performance is an essential indicator of a company, as employees with high performance can contribute to the company's productivity (Hofia, 2021).

Based on the explanation above, employee work productivity can be measured through the quality of the employee's work results, the quantity of the employee's work results, and how disciplined the employee is in completing tasks or work according to the time set by the company. The phenomenon

occurring at PT Telkom Akses Regional Jatim Bali Nusra, based on observations and interviews with staff, team leaders, and site managers, shows that there are several issues, namely reports received by the regional office often differ, delayed work due to late reports from the area, back-and-forth, and ineffective work because it does not follow the bureaucratic process, the target for new installation orders has decreased from 15,000 to 14,000, incomplete data from the area, the collection of work contract extensions has not yet been fully completed and submitted to the regional office, there are workers who frequently absent or skip work, there are tasks from the area that have not yet been handed over to the regional office, and employees have to work overtime because the daily or weekly work targets communicated during the morning briefing have not been completed. Furthermore, when a survey on employee satisfaction and performance evaluation was conducted, the average perception of employees regarding the timeliness in handling follow-ups and processing documents, both from the area and regional levels, was found to be 72.8%. Employee perceptions regarding work quality, such as sensitivity to tasks, how employees monitor, attention to detail related to work, and so on, had an average of 73.93%. Additionally, employee perceptions regarding completing unit work targets showed an average of 74.29%. According to the Human Capital Manager (HCM), the standard for measuring employee satisfaction and performance can be considered good if the measurement results of employee expectations and the reality experienced by employees do not differ significantly and the work results related to quantity, quality, and speed are in line with the company's targets. Therefore, these phenomena and supporting data indicate that employee work productivity needs to be maximized. This is in line with the opinion of Hakim (in Aspiyah & Martono, 2016), who stated that declining or low productivity can lead to inefficiency in labor utilization and is also a waste for the company. Thus, productivity needs to be maximized.

Work productivity can be achieved through good cooperation and coordination among employees. Such good cooperation and coordination can occur if there is effective communication and collaboration, as well as awareness and willingness from all employees in the company (Syamsul, 2017). Leaders in the company need to communicate to all parties the goals to be achieved and the purpose of the collaboration and be able to coordinate each task and job well. Similarly, members or employees who carry out tasks and work must cooperate. Cooperation and task execution can be achieved well through effective communication and the mutual exchange of information among employees and with management. In line with Winardi (in Pramana et al., 2018), effective interaction and communication must be prioritized to enhance productivity. This is because good interaction and communication among individuals in the company can improve cooperation and employee performance, thereby impacting employee and company productivity so that they can survive, develop, and compete with competitors.

Good communication encourages employees to communicate freely and openly with their superiors, resulting in a good environment, work atmosphere, and performance relationships at the workplace. Bayley and Barrett (in Pramana et al., 2018) mention that communication is the lifeblood of an organization, likening communication to blood in the human body, with communication being able to make an organization healthy and capable of achieving its goals. This is because, with communication, the circulation of information within an organization can run as smoothly as it should. If communication within the organization does not run well and smoothly, it can also negatively affect the organization in terms of improving its productivity (Pramana et al., 2018). According to these experts, communication plays a vital role in shaping and enhancing employee work productivity.

Andjani et al. (in Agustini & Purnaningsih, 2018) mention that internal communication within the company is considered a way or solution to resolve internal company issues because internal

communication can improve relationships between employees, between employees and supervisors, and vice versa. Furthermore, Munthe and Tiorida (2017) stated that to improve performance, the company's management should give employees more time to speak in formal and informal forums and express their opinions. The study shows that companies must improve internal communication to enhance employee performance. If employee performance improves, this will undoubtedly increase employee productivity. The research by Pramana et al. (2018) revealed that internal communication positively affects employee work productivity. Thus, this indicates supporting evidence that internal communication within an organization or company can improve employee work productivity.

The implementation of internal communication at PT Telkom Akses runs as it should, such as the assignment of tasks, directions, and reprimands from superiors, the delivery of progress reports from employees, as well as coordination and cooperation within the unit or between units, whether conducted during unit morning briefings, all-employee morning briefings, personally, or using the company's system. Nevertheless, there are several issues, such as miscommunication within the company, miscommunication regarding work, discrepancies in bureaucratic procedures, and the need for frequent follow-ups, which lead to ineffective information delivery due to non-compliance with bureaucratic procedures, delayed work reports, and employees having to work overtime. Based on the phenomena that have occurred and the background of the problem mentioned above, the research on "The Effect of Internal Communication Toward Employee Work Productivity of PT Telkom Akses Regional Jatim Bali Nusra" is interesting to conduct. This research aims to determine the extent of the influence of internal communication on employee work productivity at PT Telkom Akses Regional Jatim Bali Nusra so that the research findings can serve as a reference or consideration for other agencies and companies in managing and improving human resources within the company, particularly regarding internal communication and employee productivity.

**METHODS**

The quantitative method used in this research reflects positivism. According to Sugiyono (2014), this method is considered scientific because it meets several scientific requirements: concrete or empirical, objective, measurable, rational, and systematic. In this research, internal communication (X) is the independent variable, and work productivity (Y) is the dependent variable. The following are operational definitions for both variables.

Table 1.  
Operational Definitions

<b>Variables</b>	<b>Operational Definitions</b>
Internal communication	The ability of a worker or employee to perform, execute, and produce a job that has been previously determined and targeted according to their respective positions or ranks by the company or institution, using the facilities and infrastructure available in the company, especially at PT Telkom Akses Regional Jatim Bali Nusra.
Work productivity	The process of conveying information among company members, whether between employees, employees and superiors, or superiors and employees, creates effectiveness in task execution and achieves the targets set by the company, especially by PT Telkom Akses Regional Jatim Bali Nusra.

The population in this research consists of employees or workers of PT Telkom Akses Regional Jatim Bali Nusra, totaling 3,505 people. The sampling method used in this research is non-probability sampling, which means that members of the population do not have the same opportunity to be part

of the sample. Additionally, the accidental sampling technique is used, in which anyone who happens to meet the researcher and is suitable for the research can be used as a sample. This research requires male and female employees willing to be sampled. The Slovin formula with a 10% margin of error is used to calculate the sample size for this research. The Slovin formula is used because the population size for the study is already known. Sample calculations based on the formula found that the minimum sample size was 98 respondents, but the researcher chose to take a sample of 120 respondents.

This research uses two instruments, the work productivity scale and the internal communication scale, which have already existed and been published. The work productivity scale was developed by Andini (2022) based on theory by Simamora (2004), and the internal communication scale was developed by Sari (2022) based on theory by Effendy (2013). The content validity test was conducted to strengthen the validity of the existing instrument through judgment by experts and psychology lecturers knowledgeable about work productivity and internal communication. Aiken's V values for the work productivity scale range from .781 to .938, categorized as high to very high. Aiken's V values for the internal communication scale range from .906 to .969, categorized as very high.

The validity and reliability of this research scale are based on the validity and reliability conducted by the previous scale owner. Therefore, in this research, a reliability test was conducted to determine the consistency or reliability of the scale when used by different respondent groups, namely the employees of PT Telkom Akses Regional Jatim Bali Nusra. Reliability testing using Cronbach's alpha formula yielded the following results.

Table 2.  
Scales Reliability

Variable	Cronbach's alpha	Description
Work Productivity	.800	Reliable
Internal Communication	.822	Reliable

Data was collected using the Likert scale, which is used to assess the opinions, attitudes, and perspectives of individuals or groups regarding social phenomena (Sugiyono, 2017). This research uses a Likert scale divided into five response categories: strongly agree, agree, neutral, disagree, and strongly disagree. It uses simple regression analysis to predict whether the independent variable (X) and the dependent variable (Y) have a functional relationship and the extent of their influence.

## RESULTS

### Description of Research Respondents

The research respondents are 120 PT Telkom Akses Regional Jatim Bali Nusra employees. Data collection for the research was conducted in two ways: online and offline. Online data collection was done by distributing the research instrument link that had been applied to Google Forms, and offline data collection was done by providing the research instrument in hardcopy to the employees. Here is an overview of the research respondents.

Table 3.  
Description of Research Respondents' Characteristics

Category	Total	Percentage (%)
<b>Gender</b>		
Male	95	79,2%
Female	25	20,8%

Category	Total	Percentage (%)
<b>Age Group</b>		
20–29 years	84	70%
30–39 years	32	26,7%
≥ 40 years	4	3,3%
<b>Length of Employment</b>		
1–5 years	85	70,8%
6–10 years	29	24,2%
> 10 years	6	5%

The table above shows that 79.2% of the research respondents are male, which indicates that PT Telkom Akses employs more men than women. The table also shows that as many as 70% of respondents come from the 20–29 age group, and 70.8% have a working period of 1–5 years.

### Descriptive Analysis

Here is a comparison of hypothetical data and empirical data from respondents,

Table 4.

Comparison of Hypothetical and Empirical Data

<b>Hypothetical Data</b>				
Variables	Min.	Max.	Mean	SD
Var. Y	17	85	51	11,3
Var. X	10	50	30	6,7
<b>Empirical Data</b>				
Variables	Min.	Max.	Mean	SD
Var. Y	45	82	66,16	8,32
Var. X	31	50	40,24	4,16

Comparing the hypothetical and empirical data above, the data is categorized to determine the distribution of respondents based on the work productivity scale.

Table 5.

Work Productivity Categorization

Interval	Category	F	%
$57,845 \leq X < 57,845$	Low	17	14.3%
$57,845 \leq X < 74,485$	Moderate	87	72.5%
$57,845 \leq X \geq 74,485$	High	16	13.3%

Based on the results of the above categories, the categorization of research respondents is based on empirical norms. Most respondents (72.5%) have work productivity in the moderate category. These findings suggest that the level of work productivity of PT Telkom Akses Regional Jatim Bali Nusra employees is classified as moderate. This is in line with Palvallin, as cited in Putri and Wijono (2018), which states that productive employees can help the company find new ways to achieve initial goals, identify employee potential and quality, enhance the company’s capacity amidst competition, improve efficiency and effectiveness, and increase employee loyalty.

Table 6.  
Internal Communication Categorization

Interval	Category	F	%
$36,073 \leq X < 36,073$	Low	30	25%
$36,073 \leq X < 44,407$	Moderate	73	60%
$36,073 \leq X \geq 44,407$	High	18	15%

Based on the results of the above categories, the normalization of the research respondents' categories is based on empirical norms. Most respondents (60%) have a moderate level of internal communication. This suggests that PT Telkom Akses Regional Jatim Bali Nusra employees maintain a moderate level of internal communication, which indicates that the company's internal communication is quite effective. This is in line with Pratiwi (2010), which states that good and effective internal communication will result in harmonious and open working relationships so that the company can expect employee support through productive, enthusiastic, and high-moral work. The company's goals can be achieved well if internal communication is established effectively (Syamsul, 2017).

### Classical Assumption Test

This research uses tests for normality, linearity, and heteroscedasticity assumptions, and the results obtained are as follows.

Table 7.  
Classical Assumption Test

Classical Assumption	Sig.	Conclusion
Normality Test	.075	> .05
Linierity Test	.819	> .05
Heteroscedasticity Test	.107	> .05

The research assumption test begins with the Kolmogorov-Smirnov normality test, which yielded a significant result of .075, indicating that the residual data is usually distributed. Next, a linearity test was conducted, resulting in a deviation from linearity significance of .819, indicating a linear relationship between the internal communication and work productivity variables. Then, a heteroscedasticity test was conducted using the Glejser method, yielding a result of .107, indicating that the obtained data does not show signs of heteroscedasticity. Therefore, based on the normality, linearity, and heteroscedasticity tests conducted, it can be concluded that the data met the prerequisites for further hypothesis testing using simple regression.

### Hypothesis Test

Hypothesis testing using simple regression analysis yielded the following results,

Table 8.  
Hypothesis Test

Residual regression X and Y				
F	Sig.	$\alpha$	B	R-squared
36.357	.000	27.136	.970	.236

Based on the table, the regression equation is obtained as follows.

$$Y = \alpha + bX$$

$$Y = 27.136 + .970X$$

Based on the test results, a significance level of .000 is obtained, which can be concluded that the internal communication variable can be predicted using the regression model; in other words, the

internal communication variable affects the employee work productivity variable ( $H_1$  is accepted). Based on the equation results, it can be interpreted that there is a positive relationship between the two research variables. It is also known that the coefficient of determination (R-squared) value is .236, which indicates that the independent variable (internal communication) has an influence on the dependent variable (employee work productivity) of 23.6%, and other variables outside this research have an impact of 76.4%.

## **DISCUSSION**

The results of the respondents' grouping in this research showed that most respondents were male, between 20 and 29 years of age, and had worked for 1 to 5 years. This is evidenced in the field, where most employees working in the company are men, particularly those in units directly related to network services, and the average age is between 20 and 50 years also in accordance with research by Wulandari (2021), which states that PT Telkom Akses, a company providing access network construction services, employs more men than women and is staffed by younger individuals of a productive age. Nurmajidah (2020) also mention that telecommunications companies' main tasks and responsibilities include installation, repairs in case of disruptions, and providing network services to consumers. Most job descriptions have a very high level of risk and require direct fieldwork, affecting the percentage of male employees and younger productive age workers to ensure the execution of the job is more meticulous, responsive, and efficient. Not only that, PT Telkom Akses is a company that can be considered relatively new as it was established in 2012 and has rapidly developed over the past six years, recruiting many employees (Wulandari, 2021).

Analysis of employee work productivity shows that most respondents have a moderate level of productivity, indicating that PT Telkom Akses Regional Jatim Bali Nusra employees have a fairly good level of productivity while working. The dimensions that serve as benchmarks for employee work productivity are work quantity, work quality, and timeliness (Hariandja, as cited in Dewi & Sujana, 2021). The results of employee perception indicate that they can perform tasks and work according to those benchmarks. According to research by Wicaksono (2015), the work productivity expected by the company can be achieved by considering the factors that influence employee work productivity, namely work quantity, work quality, and timeliness. This is evidenced by the perception of employees at PT Telkom Akses who feel capable of achieving the targets set by the company, able to perform their tasks to the fullest, and feel they can fully contribute to the company, constantly reviewing their work results and ensuring their output meets the assigned tasks, as well as being able to complete their work on time and maximizing their working hours. Thus, this is what causes PT Telkom Akses Regional Jatim Bali Nusra employees to have a relatively high level of work productivity, in line with the research by Wahyuni et al. (2018) which states that high productivity is a way to increase business growth rates. Companies will strive to enhance their employees' productivity to compete with other businesses or companies by producing goods or services more efficiently.

This research also reveals that most employees have a moderate level of internal communication, indicating that PT Telkom Akses Regional Jatim Bali Nusra employees have fairly good internal communication with their superiors and colleagues. The dimensions that serve as benchmarks for internal communication consist of vertical (downward and upward communication) and horizontal communication, each showing high results at PT Telkom Akses Regional Jatim Bali Nusra. Based on the phenomena occurring in the field, the implementation of vertical (upward and downward) and horizontal communication occurs during task assignments, directives, or reprimands to employees, conveying aspirations, progress, reports to superiors, as well as interactions, information sharing, or collaboration with colleagues within the same unit or with other units such as human capital man-



agement working with finance regarding financial expenditures during activities or tasks carried out during unit morning briefings, all-employee morning briefings, meetings, or personally in the office or through work systems/applications. Syamsul (2017) states that adequate and good internal communication between leaders and subordinates creates a good relationship. The company's goals will also be achieved if this communication occurs well.

The descriptive test results indicate that employee work productivity is positively impacted by internal communication. This also shows that work productivity can be enhanced by increasing employee internal communication. Conversely, if there is a decrease in internal communication among employees, there will also be a decrease in work productivity. This is demonstrated by the routine morning briefing activities with units and all employees and communication between units, areas, regions, leaders, subordinates, and fellow employees so that work is distributed well and by the company's targets, quality, and deadlines. The internal communication at PT Telkom Akses has been running well. However, there are still some phenomena in that communication. Phenomena such as miscommunication or misunderstanding of information between the area and regional parties, discrepancies in the communication bureaucracy flow, and employees' perception that communication between units still needs to be improved. The phenomenon or error in communication during the execution of work still occurs among employees and managers, resulting in mistakes in performing tasks.

Andjani et al. (in Agustini & Purnaningsih, 2018) reveal that internal communication within the company is considered a solution to resolve the company's internal problems. Effective and open communication can make employees feel more comfortable and free to express their opinions, aspirations, and complaints. They can work together to find solutions to work-related problems. Furthermore, effective communication and precise information from leaders or employees can ensure that work objectives, job targets, or tasks are conveyed well, reducing misunderstandings and helping employees work effectively according to the previously discussed goals and targets. Not only that, smooth communication can facilitate the flow of information among employees, units, or areas, thereby improving cooperation and collaboration, making it easier to complete tasks, and ultimately increasing the productivity of employees, units, and the company. In line with the phenomena occurring in the company regarding delayed work due to late reports, back-and-forth, and ineffective work, decreasing new installation order targets, insufficient data completeness, collection of contract extensions, and work not yet entirely handed over to the regional office, there are workers who frequently absent or skip work. Employees must work overtime because daily or weekly work targets have not been completed. These issues can be minimized through monitoring and optimizing internal communication from each party, whether from management or employees, from the area or regional level, and even among employees and between areas.

This research reveals the influence of internal communication on employee work productivity at PT Telkom Akses Regional Jatim Bali Nusra employees are known to be 23.6%, while other variables and factors outside the variables in this research affect the remaining portion. This result is in line with Anoraga (in Mahawati et al., 2021), which states that other factors influencing employee work productivity are what employees themselves desire, such as fascinating work, compensation, job security and protection, job satisfaction, good work environment, promotion and self-development by the company's progress, involvement in organizational activities, leadership loyalty to employees, and strong work discipline.

## CONCLUSION

The research conducted at PT Telkom Akses Regional Jatim Bali Nusra revealed that employees have moderate internal communication and work productivity levels. Internal communication was found to have a positive and significant influence on work productivity, so if there is an increase in internal communication, work productivity will also increase. Nevertheless, the influence of internal communication is still relatively small, so other variables can affect employee work productivity. Based on the results of this research, companies are advised to improve and evaluate internal communication by carrying out activities or programs that support the implementation of effective internal communication, such as re-socializing and implementing the company's internal communication SOP, maximizing the use of existing communication media, and holding various activities that allow for positive two-way communication. Companies can also carry out activities that support increasing employee work productivity, such as training related to meeting output targets in quantity, quality, and timeliness. For further researchers, it is suggested to: (1) identify other variables besides internal communication that can influence and impact employee work productivity to provide ideas and considerations for companies to increase employee work productivity; and (2) use more equitable and effective research sampling techniques to generalize or represent each area at PT Telkom Akses Regional Jatim Bali Nusra.

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