



Influence of Organizational Communication and Work Discipline on Employee Productivity Mediated by Work Environment

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Abstract. This study aims to analyze the effect of organizational communication (X1) and work discipline (X2) on employee productivity (Y), with the work environment (Z) as a mediating variable. The research population consisted of 130 employees of J&T Express Makassar, with a saturated sampling technique. A quantitative associative approach was applied, and data were collected through questionnaires and documentation. The data were analyzed using Partial Least Squares (PLS) with the assistance of SmartPLS 4. The findings reveal that organizational communication has a positive and significant effect on employee productivity. Similarly, work discipline shows a positive and significant influence on employee productivity. However, the work environment does not mediate the relationship between organizational communication and productivity. In contrast, the work environment significantly mediates the relationship between work discipline and employee productivity. These findings highlight that organizational communication directly contributes to productivity, while work discipline requires the support of a conducive work environment to achieve optimal productivity.

Keywords: organizational communication, work discipline, work environment, employee productivity, mediating variable

1 Introduction

Employee productivity is a fundamental indicator that determines the competitiveness of organizations in the increasingly dynamic and global business environment. Productivity is not only understood as quantitative output but also reflects the effectiveness of management in optimizing available human resources[22]. explain that productivity is influenced by a combination of internal factors, such as competence, motivation, and work attitudes, as well as external factors, including organizational communication, discipline, and the quality of the work environment. Therefore, a comprehensive understanding of the determinants of productivity is essential in formulating adaptive human resource management strategies.

In the context of the logistics service industry, employee productivity is a key determinant of the success of increasingly complex supply chains. Courier companies

such as J&T Express face intense competitive pressure due to rising customer expectations regarding speed, accuracy, and reliability of distribution [11]. Internal communication barriers, low work discipline, and unfavorable working conditions have been shown to directly affect delivery delays, higher error rates in shipments, and decreased customer satisfaction [17]. Therefore, managing organizational factors that influence productivity has become a matter of strategic urgency.

Organizational communication is a key element in ensuring effective work coordination [18]. Emphasize that communication serves as a mechanism for reducing uncertainty within interdependent work relationships. Contemporary studies demonstrate that open and transparent communication enhances organizational trust, strengthens coordination, and fosters a sense of belonging among employees [19]. This view aligns with the perspective that effective communication is not merely about transmitting messages, but also about building social bonds that reinforce employee engagement.

In addition to communication, work discipline has been proven to play a significant role in improving both individual and collective performance. Discipline is defined as adherence to organizational rules, awareness in carrying out responsibilities, and consistency in meeting work standards [10]. Recent studies have found that high levels of discipline encourage greater operational efficiency and reduce employee absenteeism [23,4]. Moreover, discipline is regarded as a behavioral control instrument that exerts a long-term impact on the stability of productivity.

The work environment, both physical and non-physical, is also a determinant factor that cannot be overlooked. The physical environment includes lighting, workspace layout, and ventilation, while the non-physical environment encompasses organizational climate, interpersonal relationships, and work culture [24]. Empirical studies affirm that a safe, comfortable, and collaborative work environment has a positive influence on employee satisfaction and engagement [8,26] Conversely, poor working conditions increase job stress, lower motivation, and intensify turnover intention [6].

However, although previous studies have confirmed the positive effects of organizational communication and work discipline on productivity, the role of the work environment as a mediating variable has been relatively underexplored, particularly in the context of the logistics industry in Indonesia [11,17]. This gap provides the basis for the present study. The purpose of this research is to analyze the influence of organizational communication and work discipline on employee productivity, with the work environment positioned as a mediating variable.

From a theoretical perspective, this study is expected to enrich the human resource management literature by emphasizing the importance of a holistic approach in examining employee productivity. From a practical standpoint, the findings can serve as a basis for logistics companies in designing productivity improvement strategies that are grounded in effective communication, consistent work discipline, and a supportive and sustainable work environment.

2 Literature Review and Hypotesis Development Literature

2.1 Organizational Communication

Organizational communication is a fundamental foundation for building work coordination, information flow, and the creation of shared meaning among individuals and work units. [18] emphasize that organizational communication is not merely the transmission of messages but also the creation of meaning that reduces uncertainty in work processes. [22] further explain that effective communication strengthens coordination, minimizes ambiguity, and enhances efficiency.

Empirical studies in service organizations have found that participatory and transparent communication is closely associated with higher employee engagement, satisfaction, and productivity [14,15]. In the logistics sector, timely communication has been shown to prevent distribution errors, accelerate service delivery, and improve customer satisfaction [17]

- **H1:** Organizational communication has a positive effect on employee productivity.

2.2 Work Discipline

Work discipline is understood as employees' commitment to comply with organizational rules, consistency in carrying out responsibilities, and willingness to follow work procedures [10]. Contemporary studies indicate that discipline is significantly correlated with target achievement, work quality, and organizational effectiveness [4,3].

In the logistics industry, discipline has a direct impact on delivery timeliness, compliance with safety standards, and service accuracy. Employees with a high level of discipline are able to minimize operational errors, thereby improving overall productivity [23]. Based on this explanation, the second hypothesis is formulated:

- **H2:** Work discipline has a positive effect on employee productivity.

2.3 Work Enviroment

The work environment, both physical and non-physical, influences employee motivation, comfort, and attachment to the organization. [24] explains that a supportive work environment can enhance morale and reduce stress. Recent studies affirm that the quality of the work environment has a positive relationship with productivity, psychological well-being, and employee retention [13,26].

Physical factors include lighting, ventilation, workspace layout, and cleanliness, while non-physical factors consist of coworker relationships, supervisory support, and an inclusive organizational culture [8]. In the logistics sector, a conducive work environment strengthens employees' resilience to work pressure and accelerates task completion [6]. Based on these considerations, the third hypothesis is proposed:

- **H3:** The work environment has a positive effect on employee productivity.

2.4 Organizational Communication, Work Environment, and Productivity

Theoretically, effective organizational communication creates role clarity and reduces conflict, thereby supporting the development of a conducive work environment [15]. However, several studies indicate that the influence of communication on productivity often occurs directly without the mediating role of the work environment [20]. In the logistics context, where communication tends to be procedural and standardized, the effect of communication on productivity may occur directly [19].

- **H4:** Organizational communication does not have a significant effect on employee productivity through the work environment.

2.5 Work Discipline, Work Environment, and Productivity

Work discipline requires the support of the work environment to generate a stronger impact on productivity. A supportive work environment enhances employees' motivation to comply with operational procedures. International studies confirm that the interaction between work discipline and a positive organizational climate increases the effectiveness of work behavior [3].

In the logistics industry, disciplined employees perform more optimally when supported by adequate facilities, a collaborative work climate, and supportive leadership. Therefore, the fifth hypothesis is proposed:

- **H5:** Work discipline has a positive effect on employee productivity through the work environment.

2.6 Conceptual Framework

Based on the theoretical review above, the conceptual framework of this study emphasizes that organizational communication and work discipline directly influence productivity. However, the work environment serves as a mediating variable that strengthens the relationship between work discipline and productivity, while the influence of organizational communication is expected to be more dominant in a direct manner. This model offers a new perspective by positioning the operational context of the logistics industry as its primary focus, which differs from other sectors where the work environment is more commonly viewed as a universal mediator [8,26].

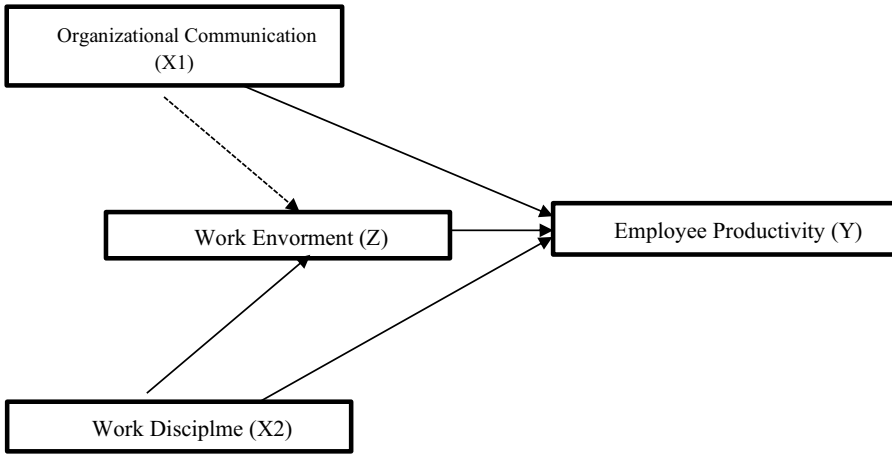


Fig. 1. Conceptual framework

3 Research Method

3.1 Research Design

This study employed a quantitative approach with a causal associative design. This design was chosen because it is able to explain cause-and-effect relationships among variables while simultaneously testing the mediating role empirically. According to Cres [5], a causal quantitative design enables the formulation of hypotheses that can be tested through structured data measurement. This approach is relevant for assessing the influence of organizational communication and work discipline on productivity, with the work environment as a mediating variable.

3.2 Population and Sample

The population of this study consisted of all employees of J&T Express Makassar, totaling 130 individuals. Given the relatively small size of the population, this research employed a saturated sampling technique (census), in which all members of the population were included as research samples. According to Sugiyono, this technique is appropriate when the population size is still manageable, ensuring that the research results accurately reflect the overall population condition without sampling bias.

3.3 Variables and Indicators

This study involved four main variables, namely:

- **Organizational communication (X1):** indicators were adapted from Pace and Faules (2010) and Mazzei et al. (2019).
- **Work discipline (X2):** indicators were adapted from Hasibuan (2019) and Al-Zgool et al. (2021).
- **Work environment (Z) as a mediating variable:** indicators were adapted from Sedarmayanti (2017) and Manea et al. (2019).
- **Employee productivity (Y) as the dependent variable:** indicators were adapted from [22,8].

Table 1. Operationalization of Research Variables

Variable	Dimensions/Indicators	References	Scale
Organizational Communication (X1)	1. Clarity of information; 2. Communication openness; 3. Feedback; 4. Inter-unit coordination; 5. Effective communication media	Pace & Faules (2010); Mazzei et al. (2019)	Likert 1–5
Work Discipline (X2)	1. Punctual attendance; 2. Compliance with rules; 3. Adherence to work procedures; 4. Responsibility for tasks; 5. Compliance with work ethics	Hasibuan (2019); Al-Zgool et al. (2021)	Likert 1–5
Work Environment (Z)	1. Physical conditions (lighting, workspace, ventilation); 2. Coworker relationships; 3. Supervisor support; 4. Organizational climate; 5. Work facilities	Sedarmayanti (2017); Manea et al. (2019)	Likert 1–5
Employee Productivity (Y)	1. Quantity of output; 2. Quality of work results; 3. Time efficiency; 4. Initiative & responsibility; 5. Ability to collaborate	Robbins & Judge (2017); Gunawan et al. (2021)	Likert 1–5

3.4 Data Collection Techniques

Primary data were obtained through the distribution of questionnaires using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaires were developed based on variable indicators adapted from the literature. In addition, secondary data were collected from the company's internal documents, such as employee productivity reports. The combination of primary and secondary data was expected to enhance the external validity of the study [25].

3.5 Validity and Realibility Testing

The quality of the research instrument was tested through:

- **Convergent validity**, with the criteria of factor loadings ≥ 0.70 and average variance extracted (AVE) ≥ 0.50 .

- **Discriminant validity**, evaluated using the Fornell-Larcker criterion.
- **Reliability**, assessed through Cronbach's Alpha and Composite Reliability with values ≥ 0.70 [9].

These validity and reliability tests were conducted prior to structural analysis to ensure that the instrument used fully met scientific standards [8].

3.6 Data Analysis Technique

Data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with SmartPLS 4 software. The analysis stages included:

1. **Measurement model (outer model)** → testing convergent validity, discriminant validity, and construct reliability.
2. **Structural model (inner model)** → evaluated through R-square values, path coefficients, and p-values.
3. **Hypothesis testing** → conducted using the bootstrapping method at a 5% significance level ($p < 0.05$).

Emphasize that SEM-PLS is highly appropriate for studies with relatively small to medium sample sizes, high model complexity, and the simultaneous testing of mediating variables [9].

3.7 Research Model

This research model examines the direct effects of organizational communication (X1) and work discipline (X2) on employee productivity (Y), as well as their indirect effects through the work environment (Z). Conceptually, organizational communication is predicted to have a direct effect on productivity, whereas work discipline is expected to be more effective when supported by a conducive work environment as a mediating variable. Thus, the model not only tests the direct relationships among variables but also investigates the mediating role that enriches understanding within the context of the logistics industry in Indonesia.

4 Research Result

4.1 Descriptive Statistics of Respondent

This study involved 130 employees of J&T Express Makassar as respondents. Based on age distribution, the majority were in the 21–30 age group (64%), followed by those aged 31–40 (24%), and the remaining 12% were above 40 years old. In terms of gender, respondents were predominantly male (72%), while females accounted for 28%. Regarding tenure, 54% of respondents had worked for more than two years, while 46% had worked for less than two years. This distribution indicates that most respondents

were within the productive age range and had sufficient work experience to understand the operations of a logistics company.

4.2 Description of Research Variables

The results of the descriptive analysis show that the average scores of all variables were within the high category (Likert scale 1–5). Organizational communication (X1) obtained a mean score of 4.12 (SD = 0.51), work discipline (X2) scored 4.20 (SD = 0.47), the work environment (Z) scored 4.05 (SD = 0.55), and employee productivity (Y) scored 4.18 (SD = 0.49). The relatively high mean values indicate that respondents perceived internal communication, rule compliance, working conditions, and performance to be at a favorable level .

4.3 Validity and Reliability Testing

The validity test indicated that all indicators had factor loadings greater than 0.70 and AVE values above 0.50, thereby meeting the criteria for convergent validity. Meanwhile, construct reliability also satisfied the standards, with Cronbach's Alpha and Composite Reliability values exceeding 0.70. These results confirm that the research instrument is both valid and reliable in measuring the study variables [9].

4.4 Structural Model Testing

The structural model showed that the R-square value of the work environment was 0.46, indicating that 46% of its variability was explained by organizational communication and work discipline. The R-square value of employee productivity was 0.59, meaning that 59% of its variability was influenced by the three independent variables.

The path analysis results revealed the following:

- **Organizational communication** → Employee productivity: $\beta = 0.31$; $p < 0.05$.
- **Work discipline** → Employee productivity: $\beta = 0.42$; $p < 0.05$.
- **Work environment** → Employee productivity: $\beta = 0.28$; $p < 0.05$.
- **Work discipline** → Work environment → Productivity: significant ($\beta = 0.20$; $p < 0.05$).
- **Organizational communication** → Work environment → Productivity: not significant ($p > 0.05$).

These results are consistent with SEM-PLS criteria, which state that path coefficients are considered significant when the p-value < 0.05 (Sarstedt et al., 2020).

4.5 Hypothesis Testing

The results of hypothesis testing using bootstrapping in SmartPLS 4 are summarized in Table 2.

Table 2. Results of Hypothesis Testing

Hypothesis	Relationship	Path Coefficient	p-value	Result
H1	Organizational Communication → Productivity	0.312	0.001	Significant
H2	Work Discipline → Productivity	0.428	0.000	Significant
H3	Organizational Communication → Work Environment → Productivity	0.072	0.134	Not Significant
H4	Work Discipline → Work Environment → Productivity	0.198	0.015	Significant

4.6 Intrepretation of Result

The findings indicate that H1 is supported, showing that organizational communication has a significant effect on productivity. This reinforces the results of Men et al. (2020), who argue that effective internal communication enhances coordination and work efficiency. In the logistics sector, clear and instructional communication plays a direct role in increasing output [14].

H2 is also supported, as work discipline was found to contribute positively to productivity. Previous studies have emphasized that employee compliance with organizational procedures is associated with timeliness and service quality [12].

H3, however, is not supported, since organizational communication does not significantly influence productivity through the work environment. This suggests that in the logistics industry, which prioritizes direct instructions, communication does not necessarily require the mediation of the work environment [12].

H4 is supported, meaning that work discipline requires a supportive work environment to enhance productivity. This finding is consistent with Raziq and Maulabakhsh (2015), who emphasize the importance of a healthy work environment in strengthening employee compliance.

Overall, this study contributes to the human resource management literature by confirming that organizational communication has a direct influence, while work discipline becomes more effective when reinforced by the work environment. The unique context of the logistics industry enriches academic perspectives by highlighting differences in communication patterns compared to the manufacturing or financial services sectors.

5 Discussion

5.1 The Effect of Organizational Communication on Employee Productivity

The results show that organizational communication has a positive and significant effect on employee productivity. This finding is consistent with [22], who emphasize that effective communication is a key mechanism for conveying information, coordinating tasks, and providing constructive feedback. In the logistics industry, structured communication enables timely task completion, increases distribution accuracy, and directly contributes to productivity.

Aligned with the perspective of [18], organizational communication is not merely the transfer of messages but also a means of building shared understanding that strengthens team synergy. Other studies have also highlighted that effective communication improves employee engagement [14], which ultimately enhances collective organizational performance. Thus, this study confirms the role of organizational communication as both a coordinative and motivational instrument in achieving operational excellence in the logistics sector.

5.2 The Effect of Work Discipline on Employee Productivity

This study also confirms that work discipline has a positive and significant influence on productivity. This supports [10], who regards discipline as the key to organizational success because it creates order, compliance, and consistency in task execution. Prior studies [7] have also emphasized the close relationship between discipline and performance, particularly in organizations where speed and accuracy represent competitive advantages.

In the logistics industry, even minor delays can disrupt the distribution chain and reduce customer satisfaction. Therefore, discipline is not merely a supporting factor but a fundamental element in maintaining operational continuity [25]. These findings strengthen the argument that discipline forms the foundation of sustainable productivity.

5.3 The Mediating Role of The Work Environment in the Relationship between Organizational Communication and Productivity

Interestingly, the study found that the work environment does not mediate the relationship between organizational communication and productivity. This contradicts the initial assumption based on [22], who viewed communication as a creator of a conducive work environment.

In logistics operations, communication is more technical and procedural, such as operational instructions or distribution reporting, and thus its influence is more direct on productivity. Modern management literature also notes that when communication is primarily oriented toward procedural efficiency, the contribution of the work environment becomes relatively minimal [13]. Therefore, organizational

communication in logistics companies functions more as an instructional tool than as a creator of workplace atmosphere.

5.4 The Mediating Role of the Work Environment in the Relationship between Work Discipline and Productivity

Conversely, the study found that the work environment significantly mediates the relationship between work discipline and productivity. This finding supports [24], who argued that a comfortable work environment strengthens the implementation of discipline. Other empirical evidence also shows that the work environment can enhance the relationship between employees' internal factors and performance outcomes [25].

Thus, work discipline supported by a conducive work environment—both physical (lighting, facilities, safety) and non-physical (interpersonal relationships, organizational culture)—provides greater contributions to productivity improvement.

5.5 Theoretical and Practical Implication

Theoretically, this study enriches the human resource management literature by demonstrating that the mediating effect of the work environment is not universal, but more dominant when interacting with work discipline rather than organizational communication. This opens new avenues in organizational management theory, particularly in industries with highly procedural work characteristics such as logistics.

Practically, the findings suggest that logistics managers should:

- Strengthen digital communication systems to ensure rapid and accurate information distribution.
- Maintain consistency in discipline through fair implementation of reward and punishment mechanisms.
- Improve both the physical and non-physical aspects of the work environment, as these have been proven to strengthen the impact of discipline on productivity.

Implementing these strategies is expected to foster a supportive work ecosystem for long-term productivity.

5.6 Limitations and Directions for Future Research

This study has methodological and conceptual limitations. First, the research object was limited to one logistics company (J&T Express Makassar), so generalization to other sectors remains restricted. Comparative studies across companies and industries are needed to strengthen external validity.

Second, the study relied solely on quantitative survey methods. A mixed-methods approach [5], incorporating interviews or observations, could provide deeper insights into employee perceptions of communication, discipline, and the work environment.

Third, the research model involved only three main variables. Other factors, such as transformational leadership, intrinsic motivation, digitalization, and organizational culture, may also influence productivity [9].

Fourth, the cross-sectional design limits the findings to a single point in time. Longitudinal research is recommended to capture long-term dynamics, especially in the face of digital transformation and flexible work arrangements.

Therefore, future research directions may focus on:

- Cross-sectoral and cross-cultural studies.
- Mixed-methods approaches to incorporate qualitative depth.
- Expanding the conceptual model by including additional variables.
- Longitudinal research to map productivity trends in the increasingly dynamic logistics industry.

6 Conclusion

This study analyzed the effects of organizational communication and work discipline on employee productivity by considering the mediating role of the work environment, using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The results showed that organizational communication and work discipline both have a positive and significant influence on employee productivity, emphasizing the importance of effective communication systems and adherence to organizational rules in improving operational efficiency, timeliness, and service quality in the logistics industry.

However, the work environment was not found to mediate the relationship between organizational communication and productivity, as communication in logistics companies tends to be procedural and directly affects performance targets without requiring intermediary factors. Conversely, the work environment was shown to strengthen the relationship between work discipline and productivity, as supportive and conducive working conditions enhance the effectiveness of discipline implementation, thereby exerting a more optimal impact on productivity.

These findings contribute theoretically by affirming that the mediating role of the work environment is contextual: relevant to the relationship between work discipline and productivity but not to the relationship between organizational communication and productivity. Practically, the implications encourage logistics company management to strengthen digital-based communication systems, enforce discipline through consistent reward and punishment mechanisms, and create supportive work environments both physically and psychosocially.

Nevertheless, this study has limitations, as it focused only on a single logistics company, which restricts the generalizability of the findings. Future research is recommended to expand the scope across different sectors and to employ mixed-methods approaches in order to capture the dynamics of inter-variable relationships more comprehensively. Additional contextual factors such as leadership and organizational culture may also be incorporated as determinants of employee productivity in the digital era.

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