

INTERNAL COMMUNICATION AND TEAMWORK AS DETERMINANTS OF EMPLOYEE PRODUCTIVITY IN VIDEO STREAMING FIRMS

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Abstract

After more than three years of fighting together to face the Covid-19 pandemic, the Indonesian government finally decided to revoke the status of the pandemic to endemic in June 2023. The habit during a pandemic where people are required to stay at home continues in the endemic era. An activity that many people still do is use applications via computers, laptops or smartphones to watch on video streaming platforms. As reported by Populix.co, in 2022, 84% of Indonesians subscribe to video streaming applications because they can be watched at any time, 77% have a large choice of films and 74% are looking for entertainment. Based on this trend, many video streaming companies have emerged in Indonesia, one of which is PT Vidio Dot Com (Vidio) which offers many types of viewing for its users. Data from the telecommunications market segment (telco 2022), Vidio is recorded as having the first highest number of 27.7 million active users in Indonesia, Netflix 11.3 million, Viu 10.4 million, and Disney+ 2.4 million. Seeing the large number of Vidio users, companies must pay attention to important factors so as not to lose customers, one of which is human resource management. Without a well-functioning HRM function, employee productivity will not be optimal. This research aims to determine the effect of internal communication and teamwork on employee productivity at Vidio. This research used quantitative methods with random sampling techniques and numbered 86 respondents. The research results show that internal communication has a positive and significant effect on employee productivity, and teamwork has a positive and significant effect on employee productivity.

Keywords: *Internal Communications; Teamwork; Employee Productivity.*

Introduction

After more than three years of collective efforts by the Indonesian population in combating the Covid-19 pandemic, the Indonesian government officially reclassified the pandemic status to an endemic in June 2023. This policy shift was informed by the results of a serological survey indicating that 99 percent of the Indonesian population had developed Covid-19 antibodies. Furthermore, the World Health Organization (WHO) had also revoked the designation of Covid-19 as a public health emergency of international concern.

The transition to the endemic phase has led to significant changes in public behavior, particularly in practices that were previously uncommon or rarely undertaken. Activities such as working, studying, shopping, and others have predominantly shifted to online or hybrid modes. The behavioral patterns established during the pandemic—especially the societal mandate to remain at home—have continued into the endemic era. One persisting habit is the widespread use of digital applications via computers, laptops, or smartphones to access video streaming platforms. During the pandemic, entertainment emerged as a fundamental need, not only as a means to alleviate anxiety and boredom, but also as a psychological escape from the stresses of reality through readily accessible digital content.

Video streaming has become a familiar aspect of daily life for people around the world, particularly during the pandemic period which necessitated the transition to virtual activities. Watching video content via streaming platforms such as Netflix, YouTube, Disney+, Vidio, and others gained significant popularity, especially among the Indonesian population. According to a 2022 report by Populix, 84% of Indonesians subscribed to video streaming platforms due to on-demand viewing flexibility, a wide selection of content, and entertainment needs (Populix, 2022).

Based on this trend, numerous video streaming companies have emerged in Indonesia, one of which is PT Vidio Dot Com (Vidio). Vidio is an Indonesian company operating in the over-the-top (OTT) sector, developed and integrated with the entire content portfolio owned by the Emtek Digital Group, offering a wide variety of viewing options to its users. According to data from the telecommunications market segment (Telco 2022), Vidio recorded the highest number of active users in Indonesia with 27.7 million, followed by Netflix with 11.3 million, Viu with 10.4 million, and Disney+ with 2.4 million. Research by Media Partners Asia (MPA) identified Vidio as the most popular service in terms of premium video consumption in Indonesia. Citing Bloomberg, in 2022 Vidio was even reported to have surpassed the dominance of Netflix and Disney+ in the domestic market (liputan6.com).

With a substantial user base of the Vidio application, the company must prioritize all critical factors to avoid customer attrition. A key element in ensuring the company's continuity is effective human resource management (HRM). Without the proper functioning of HRM, employee productivity cannot be optimized. Moreover, each human resource individual within the company must be capable of effective communication and collaboration to enhance employee productivity, which in turn contributes to the growth in the number of Vidio application users.

Effective internal communication plays a vital role in the success and sustainability of organizations. According to Islami et al. (2021), internal communication between coworkers as well as between supervisors and subordinates is essential to maintain open connections and facilitate transparency within the workplace. This openness fosters a collaborative environment where problems can be identified and addressed promptly. Eryanti & Daga (2023) emphasize that internal communication serves as a crucial mechanism for resolving internal conflicts and challenges that may arise within a company. Moreover, Rahayu et al. (2022) highlights that the effectiveness of employees' work performance is closely linked to the quality of internal communication. When supported by strong internal communication channels, employees can perform their tasks more efficiently, contributing to overall organizational development. Thus, investing in and optimizing internal communication systems is indispensable for enhancing employee productivity and achieving organizational goals.

The success of organizational goals is fundamentally tied to effective communication during cooperation among employees. Teamwork implementation is critical for improving work efficiency within any company or organization. Without strong teamwork, the outcomes are often suboptimal and fail to meet organizational expectations. Manzoor et al. (2011) define teamwork as a collection of individuals who depend on one another to complete tasks and share collective responsibility for the results achieved. Furthermore, Imron & Suhadi (2019) highlight that teamwork serves as a vital benchmark for measuring organizational or company performance. This underscores the direct relationship between cooperative efforts and individual as well as collective achievements. Additionally, Devina (2018) asserts that successful teamwork is often a reflection of effective management practices that foster flexibility and cooperation among employees, enabling them to adapt seamlessly to their work environment. Therefore, fostering strong teamwork supported by open communication and sound management is essential for organizational success.

Essentially, internal communication and teamwork within a company significantly impact employee work productivity, which in turn contributes to achieving the company's objectives. High employee productivity yields optimal outcomes for the organization. According to Wahyuningsih (2019), employee productivity is a crucial factor in companies, as it plays a key role in determining the success of reaching organizational goals. Therefore, employee productivity must be an integral component of business strategies, encompassing production, finance, marketing, and other operational areas.

Employee productivity levels can be influenced by various factors, both external and internal to the organization. According to Widyaningrum (2020), one of the factors affecting employee productivity is communication among employees, including the relationship between supervisors and subordinates. Meanwhile, Polyzos (2006) argues that employee productivity within an organization also depends on the effectiveness of teamwork, both among individuals and within groups.

Literature Review

Internal Communication

Effective internal communication is a key element in ensuring organizational coordination and cohesion. Astuti et al. (2016) define internal communication as the interaction that

occurs among individuals within a company, involving both message senders and receivers who are part of the same organization. Mardani et al. (2021) adds that internal communication facilitates the transfer of information between leaders and subordinates, among leaders, or among subordinates. According to Feriyanto & Triana (2019), it encompasses both formal and informal exchanges of information between management and employees. Rachmayuniawati (2019) emphasizes its role as a coordination tool across different organizational units. As Effendy (2009) notes, communication is only effective when its intended objectives are successfully achieved.

Internal communication plays a fundamental role in supporting the operational effectiveness of an organization. According to Ruliana & Dwiantari (2015), its general purpose is to facilitate, implement, and accelerate organizational processes. Effective internal communication enables employees to express their thoughts, views, and emotions, share relevant information, and coordinate well with colleagues. These functions are essential in fostering collaboration, enhancing mutual understanding, and ensuring that tasks and responsibilities are carried out efficiently within the organization.

Suranto (2003) identifies five indicators of effective internal communication: accurate message comprehension, a pleasant communication atmosphere, influence on employee attitudes, improved internal relationships, and actions aligned with the message content. These indicators reflect how communication can enhance coordination and performance within an organization.

Teamwork

Teamwork is fundamental to achieving superior organizational performance. Sopiah (2018) states that teamwork within a company can produce outcomes that are greater and better than those achieved by individuals alone, as it fosters positive energy through coordinated efforts. Robbins & Judge (2008) similarly describe teamwork as the integration of individual efforts into a cohesive group, resulting in improved achievement of organizational objectives. Supporting this view, Daft (2010) defines teamwork as a unit consisting of two or more individuals who interact and coordinate their work to complete a common task and accomplish the goals of the organization. Together, these perspectives underscore the importance of collaboration and coordination in driving team effectiveness and organizational success.

Teamwork consists of individuals forming a group to collectively achieve the company's goals more efficiently. According to Davis & Newstrom (1993), indicators of effective teamwork include: (1) shared goals, (2) enthusiasm, (3) clear roles and responsibilities, (4) effective communication, (5) conflict resolution, (6) shared power, and (7) the skills possessed by group members.

Employee Productivity

According to Hasibuan (2011), employee productivity is defined as the final output produced in relation to the input used. Productivity can be improved when there is an enhancement in employees' skills and competencies. This perspective is further supported by Ilyas et al. (2017), who emphasize that employee productivity within human resource management is increasingly understood in contemporary terms, where the focus lies on achieving high

output while simultaneously maintaining a productive workforce. Employee productivity is considered the ultimate output that serves as a key benchmark for companies to measure the achievement of their organizational goals. Furthermore, Tarwaka (2015) explain that productivity is a fundamental principle in the creation of goods and services essential to human life. Drawing from these expert opinions, it can be concluded that employee productivity within a company involves the optimal utilization of human resources and the enhancement of efficiency, both in terms of time and labor efforts, to achieve maximum output in the form of goods or services. Thus, increasing employee productivity is crucial for organizational success and sustainable competitive advantage.

According to Riyanto et al. (2017), employee productivity is influenced by several key indicators. First, ability refers to the skills and competencies that an employee applies to fulfill their responsibilities, which directly impact the achievement of organizational goals. Second, improved performance is often a result of supportive leadership, where encouragement from supervisors helps enhance the employee's productivity. Third, work enthusiasm plays a significant role, as the motivation and passion an employee brings to their tasks can drive better outcomes. Fourth, self-development is essential, as continuous growth and learning—supported by the organization—enable employees to reach their full potential. Fifth, the quality of work reflects the value and effectiveness of the employee's contributions, which are crucial for organizational success. Lastly, efficiency in carrying out tasks accurately and swiftly is necessary to maximize productivity. Together, these indicators form a comprehensive framework for understanding and improving employee productivity within a company.

The Influence of Internal Communication on Employee Productivity

Internal communication that occurs effectively among employees has been shown to enhance employee productivity. Empirical evidence from Hamdani (2019) indicates a positive relationship between internal communication and employee work productivity. Similarly, research by Oktrima (2018) supports the notion that effective communication significantly influences employee productivity. These findings suggest that well-established internal communication within an organization contributes positively to employee performance outcomes. Based on this rationale, the first hypothesis formulated in this study is as follows:

H1: Internal communication positively influences employee productivity.

The Influence of Teamwork on Employee Productivity

A cohesive and effective teamwork environment within an organization plays a vital role in enhancing business performance and sustaining competitiveness in dynamic market conditions. The existence of solid teamwork enables organizations to adapt, innovate, and maintain operational efficiency. Empirical evidence from Apriliani & Sriathi (2019) indicates that teamwork has a positive and statistically significant effect on employee productivity. This finding is corroborated by Anggraeni & Saragih (2019), who also demonstrate that effective teamwork contributes substantially to increased work productivity. These studies collectively highlight the importance of fostering strong collaborative relationships among employees as a means to improve organizational outcomes. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

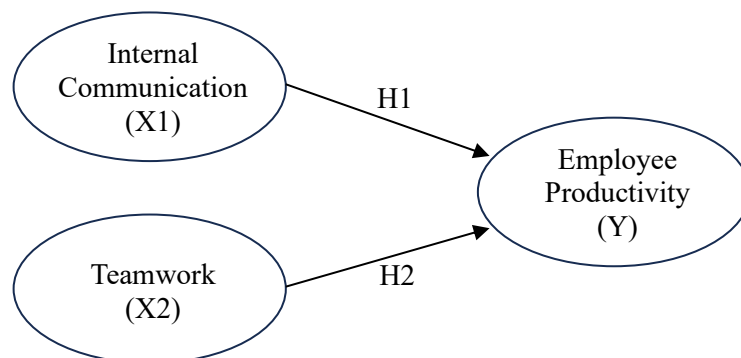
H2: Teamwork has a positive influence on employee productivity.

Research Methodology

This study can be categorized as quantitative research. It is referred to as a quantitative method because it involves numerical data and employs statistical analysis techniques. Quantitative research design has a structured framework in which all components must be clearly presented in accordance with established guidelines. This research utilizes a correlational quantitative approach, thus it is classified as correlational quantitative research. According to Musfiquon (2012), the correlational quantitative research method is used to determine the extent to which changes in one factor are correlated with changes in one or more other factors, based on correlation coefficients. Correlational research is the study of determining the relationship between two or more variables and measuring the correlation coefficient or significance using statistical methods.

In this study, there are three variables: internal communication (X1), teamwork (X2), and employee productivity (Y). The aim of the research is to examine the influence of internal communication and teamwork on employee productivity at PT. Vidio Dot Com.

Figure 1. Conceptual Framework



The population in this study consisted of all employees at PT Vidio Dot Com, totaling 595 individuals. A sample of 86 employees was selected using simple random sampling, a type of probability sampling suitable for homogeneous populations. The sample size was calculated using the Slovin formula to ensure the data collected is representative and statistically reliable.

The data in this study were obtained through questionnaires distributed to respondents to collect their responses to the questions. Respondents' answers were measured using a Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree). Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach to predict the relationships between the variables studied. The PLS approach was chosen because it can handle complex research models with latent variables and many indicators, as well as test complex correlations among constructs. This study tested hypotheses using SEM-PLS to analyze the influence of internal communication and teamwork on employee productivity. The statistical tool used was the SmartPLS software. Before hypothesis testing, validity and reliability tests were conducted on the research instruments to ensure they met the required standards so that the research results would be reliable and unbiased.

Results And Discussion

Validity Test

Validity testing is conducted to evaluate the extent to which a research instrument can accurately measure the variables it is intended to measure, in line with the research objectives. Construct validity is one of the most important forms of validity in a measurement model and consists of two main components: convergent validity and discriminant validity. Convergent validity is assessed by examining the outer loading of each indicator on its respective construct, with the acceptable threshold being a loading value greater than 0.70. In addition, the Average Variance Extracted (AVE) is used as a complementary metric, where a recommended AVE value is greater than 0.50. This test is essential to ensure that the constructs used in the model truly represent the intended theoretical concepts (Leguina, 2015).

Table 1. Outer Loadings Results

Variable		Outer Loadings
Internal Communication (X1)	X1.1	0,845
	X1.3	0,781
	X1.4	0,795
Teamwork (X2)	X2.1	0,733
	X2.2	0,831
	X2.3	0,839
	X2.4	0,824
	X2.5	0,753
Employee Productivity (X3)	X3.1	0,785
	X3.2	0,711
	X3.3	0,718
	X3.4	0,860
	X3.5	0,765
	X3.6	0,789

Source: Processed data, 2024

Table 2. Average Variance Extracted (AVE) Results

Variable	AVE
Internal Communication	0,652
Teamwork	0,636
Employee Productivity	0,597

Source: Processed data, 2024

The results of the validity assessment demonstrate that all indicators exhibit outer loading coefficients greater than 0.70, and the Average Variance Extracted (AVE) values range from 0.597 to 0.652—each exceeding the minimum recommended threshold of 0.50. These findings confirm that all indicators possess adequate convergent validity and are thus deemed valid for measuring their respective constructs.

Discriminant Validity (Cross Loading)

Discriminant validity is established when two distinct instruments, designed to measure different constructs that are theoretically unrelated, yield uncorrelated scores (Abdillah & Hartono, 2015). This type of validity is assessed by evaluating the cross-loadings of each indicator with its associated construct and comparing these values to the loadings on other constructs within the model. For discriminant validity to be confirmed, the loading of an indicator on its intended construct must be higher than its loadings on any other constructs. The discriminant validity can be evaluated through cross-loading values as presented in the following table:

Table 3. Cross Loadings Results

	Internal Communication	Teamwork	Employee Productivity
X1.1	0,793	0,451	0,483
X1.3	0,845	0,397	0,478
X1.4	0,781	0,481	0,450
X2.1	0,458	0,733	0,496
X2.2	0,541	0,831	0,666
X2.3	0,441	0,839	0,567
X2.4	0,361	0,824	0,586
X2.5	0,368	0,753	0,451
X3.1	0,519	0,570	0,785
X3.2	0,457	0,568	0,711
X3.3	0,358	0,496	0,718
X3.4	0,517	0,579	0,860
X3.5	0,415	0,487	0,765
X3.6	0,414	0,545	0,789

Source: Processed data, 2024

The cross-loading results indicate that each indicator exhibits a stronger correlation with its associated construct than with any other constructs in the model. This pattern of loading confirms that the indicators are correctly aligned with their respective latent variables, thereby demonstrating satisfactory discriminant validity in accordance with established methodological standards.

Construct Reliability Test

Construct reliability was assessed using composite reliability and Cronbach's alpha. A construct is considered reliable if Cronbach's alpha exceeds 0.60 and composite reliability is above 0.70, indicating consistent measurement of the underlying variable.

Table 4. Construct Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Internal Communication	0,732	0,733	0,652
Teamwork	0,857	0,869	0,636
Employee Productivity	0,864	0,868	0,597

Source: Processed data, 2024

Based on the calculation results, the Cronbach's Alpha values for each construct in this study exceed 0.60, and the Composite Reliability values are greater than 0.70. These results indicate that the measurement instruments used in this study demonstrate acceptable reliability, confirming their consistency in measuring the intended constructs.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is employed to assess the explanatory power of exogenous latent variables in predicting endogenous latent variables within a structural model. This metric reflects the proportion of variance in the dependent variable that can be explained by the independent variables. An R^2 value of 0.75, 0.50, and 0.25 is generally interpreted as substantial, moderate, and weak respectively. A higher R^2 indicates a stronger explanatory capability of the model, suggesting that the predictors adequately capture the variability in the outcome variable. This coefficient is crucial for evaluating the overall goodness-of-fit and the predictive relevance of the proposed model.

Table 5. Coefficient of Determination (R^2) Results

	R-square	R-square adjusted
Employee Productivity	0,551	0,540

Source: Processed data, 2024

The coefficient of determination indicates that 55.1% of the variance in the employee productivity construct is accounted for by internal communication and teamwork variables. The remaining 44.9% is influenced by other variables not included in the current research model.

Effect Size Test

The effect size test is conducted to determine the impact of changes that occur in the research model with the presence or loss of certain variables from a research model.

Table 6. Effect Size Test Results

	Internal Communication	Teamwork	Employee Productivity
Internal Communication			0,124
Teamwork			0,468
Employee Productivity			

Source: Processed data, 2024

The teamwork variable demonstrates a large effect size, indicating a substantial influence on the model, whereas the internal communication variable exhibits a small effect size, suggesting a relatively limited impact on the model.

Hypothesis Testing

To determine whether a hypothesis can be accepted or rejected, the analysis focuses on the significance values between constructs, T-statistics, and P-values. This approach allows measurement estimation and standard errors to be derived not from theoretical statistical assumptions but from empirical observations, particularly through the bootstrapping method. Based on the data analysis, hypothesis testing was conducted using the bootstrapping technique in SmartPLS. The study examines direct effects between independent variables and the dependent variable.

Table 7. Path Coefficient Analysis

	Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H ₁	Internal Communication -> Employee Productivity	0,283	0,077	3,673	0,000
H ₂	Teamwork -> Employee Productivity	0,548	0,081	6,754	0,000

Source: Processed data, 2024

The path coefficient analysis indicates that all items are statistically significant, as reflected by T-statistic values greater than 1.96 and P-values less than 0.05. Consequently, the proposed hypotheses are accepted. The direction and magnitude of the relationships are reflected in the Original Sample (O) values, which indicate a positive effect of the independent variables on the dependent variable.

The findings of this study demonstrate that internal communication exerts a positive and statistically significant influence on employee productivity. This is supported by the original sample estimate of 0.283, indicating a positive association. The statistical results reveal a t-statistic value of 3.673, which exceeds the critical value of 1.96, and a p-value of 0.000,

which is below the conventional significance level of 0.05. Consequently, the first hypothesis (H1) is supported.

Teamwork has a positive and statistically significant effect on employee productivity. This conclusion is supported by the original sample estimate of 0.548, indicating a positive relationship. Furthermore, the analysis yielded a t-statistic of 6.754, exceeding the critical threshold of 1.96, along with a p-value of 0.000, which is well below the conventional significance level of 0.05. Consequently, the second hypothesis (H2) is empirically supported and accepted.

Discussion on the Influence of Internal Communication on Employee Productivity

The results of this study indicate that internal communication has a positive and significant effect on employee productivity. This finding confirms that the more effective the internal communication among employees and between management and employees, the higher the employees' work productivity tends to be. Good internal communication enables clear information delivery, effective coordination, and enhances employees' understanding of the company's goals and policies. A successful organization prioritizes the development of its human resources to cultivate a positive societal image (Sulistianto et al., 2024).

Internal communication is a vital process that must occur between supervisors, subordinates, and colleagues within an organization. Effective communication enhances employee productivity and acts as the lifeblood of organizational success. Without proper communication, organizational functions and employee productivity cannot be effectively realized. At PT. Vidio Dot Com, strong internal communication has been instrumental in establishing the company as a leading OTT video streaming platform in Indonesia.

Positive supervisor-subordinate relationships, constructive feedback, supportive communication climate, and clear organizational goals contribute to optimizing employee productivity. PT. Vidio Dot Com's ability to effectively communicate work-related information has resulted in greater employee satisfaction through attentive and efficient communication. Employee creativity and intrinsic motivation has contributed to the successful organization (Paidy et al., 2024).

In summary, well-managed internal communication is one of the most important factors in achieving organizational goals and significantly improves employee productivity by enabling smooth coordination among employees.

This study is consistent with the research conducted by Imam et al. (2023), internal communication to update organizational policies and to enable managers to engage their subordinates for better performance. Additionally, it is supported by the findings of Italiana (2021), who demonstrated that communication has a significant positive effect on employee productivity. These results imply that effective internal communication among employees contributes significantly to enhancing their productivity.

Discussion on the Influence of Teamwork on Employee Productivity

The results of the second hypothesis in this study indicate that the teamwork variable has a positive and significant effect on employee productivity. Teamwork is an essential

component in achieving work success. Within a team, collaboration serves as a driving force that generates energy and synergy among individuals. Without effective teamwork, innovative ideas are unlikely to emerge.

This finding aligns with the demographic profile of employees at PT. Vidio Dot Com, where the majority are under the age of 40—an age group generally considered productive and capable of contributing ideas that support the company's success. The company has successfully implemented teamwork practices, resulting in a positive impact on employee productivity. Each team member is assigned specific targets based on their abilities and role divisions. Through effective teamwork, the company's goals are more likely to be achieved, as each team works toward a shared final objective. Thus, at PT. Vidio Dot Com, teamwork is well-established and contributes significantly to enhancing employee productivity.

As Davis & Newstrom (1993) assert, teamwork is the synergy of efforts from several individuals aimed at achieving a common goal. Effective teamwork consolidates diverse ideas and efforts, leading to organizational success. A cohesive and solid team can help a company continuously evolve and remain resilient in the face of business competition.

This study is consistent with previous research conducted by Apriliani & Sriathi (2019), which demonstrated that teamwork has a positive and significant influence on employee productivity. Furthermore, research by Anggraeni & Saragih (2019) supports this finding, showing that teamwork significantly contributes to improved employee performance. These findings collectively suggest that strong and effective collaboration among employees enhances their overall productivity.

Conclusion

This study concludes that both internal communication and teamwork have a positive and significant impact on employee productivity. Effective internal communication ensures that organizational goals and instructions are clearly understood by employees, thereby enhancing their ability to perform efficiently. Similarly, strong teamwork fosters collaboration, mutual support, and a sense of shared responsibility, which in turn contributes to higher levels of employee productivity.

Recommendation

Based on the results of this study, the researcher proposes several recommendations to enhance employee productivity by strengthening internal communication and effective teamwork, as follows:

1. **Enhance Informal Supervisor–Subordinate Interaction**
It is recommended that the organization facilitates informal engagement between supervisors and subordinates—such as team gatherings or casual discussions—to foster stronger interpersonal relationships and improve two-way communication outside formal working hours.
2. **Clarify Roles within Teams**
The organization should conduct regular team briefings and consider role rotation to ensure that all members understand their contributions and perceive themselves as integral parts of the team dynamic.
3. **Strengthen Commitment to Personal Targets**

Training in work planning and the implementation of an individual performance monitoring system are suggested to improve employee accountability and motivation toward achieving personal and organizational goals.

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