

The Effect of Communication and Work Discipline on Worker Performance Among Freelance Workers in a Work-from-Home Environment: Evidence from Forkey Creative Agency

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ABSTRACT

This study aims to examine the effects of communication and work discipline on worker performance among freelance workers operating under a Work from Home (WFH) system at Forkey Creative Agency in Bandung. A quantitative approach with a descriptive-associative design was employed. The study involved 30 freelance workers who had worked at the agency for more than one year, with a census sampling technique. Data were collected using a five-point Likert-scale questionnaire and analyzed through multiple linear regression after validity, reliability, and classical assumption tests. The results indicate that communication has a positive and significant effect on worker performance, while work discipline also has a positive and significant effect. Work discipline demonstrates a stronger relative contribution than communication. Furthermore, communication and work discipline simultaneously have a significant effect on worker performance, with an R^2 value of 0.951. These findings highlight the importance of effective communication and disciplined work behavior in supporting freelance worker performance within a remote working environment.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh komunikasi dan disiplin kerja terhadap kinerja pekerja freelance yang bekerja dengan sistem Work from Home (WFH) pada Forkey Creative Agency di Bandung. Penelitian menggunakan pendekatan kuantitatif dengan desain deskriptif-asosiatif. Populasi penelitian terdiri atas 30 pekerja freelance yang telah bekerja di Forkey Creative selama lebih dari satu tahun, dengan teknik sensus sehingga seluruh anggota populasi dijadikan responden. Data dikumpulkan melalui kuesioner dengan skala Likert lima poin dan dianalisis menggunakan regresi linear berganda setelah melalui uji validitas, reliabilitas, dan asumsi klasik. Hasil penelitian menunjukkan bahwa komunikasi berpengaruh positif dan signifikan terhadap kinerja pekerja, sedangkan disiplin kerja juga berpengaruh positif dan signifikan terhadap kinerja pekerja. Disiplin kerja memberikan kontribusi relatif lebih kuat dibandingkan komunikasi. Secara simultan, komunikasi dan disiplin kerja berpengaruh signifikan terhadap kinerja pekerja dengan nilai R^2 sebesar 0,951. Temuan ini menegaskan pentingnya komunikasi efektif dan perilaku kerja yang disiplin dalam mendukung kinerja pekerja freelance pada lingkungan kerja jarak jauh.

1. INTRODUCTION

The rapid advancement of digital technologies has fundamentally transformed organizational work practices and human resource management by enabling employees to perform their duties beyond conventional office environments. The widespread adoption of digital communication platforms, cloud-based collaboration systems, and remote working technologies has accelerated the transition toward more flexible forms of work across many industries (Bailey & Kurland, 2002; Messenger & Gschwind, 2016; Wang et al., 2021). Remote working arrangements provide organizations with greater flexibility in organizing work, yet they also alter the mechanisms through which employees coordinate tasks, exchange information, and remain accountable for their responsibilities (Allen et al., 2015; Ipsen et al., 2021). Studies conducted during the expansion of

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work-from-home practices demonstrate that the effectiveness of remote work depends not only on technological infrastructure but also on managerial practices and employee behaviors (Wang et al., 2021; Wolor et al., 2021). Consequently, communication and work discipline have become increasingly important because employees must maintain productivity despite reduced face-to-face interaction and greater autonomy in organizing their work.

From a human resource management perspective, employee performance represents a critical organizational outcome because it reflects the extent to which individuals accomplish assigned tasks and contribute to organizational objectives. Communication constitutes one of the principal mechanisms through which organizations distribute information, clarify responsibilities, coordinate activities, and establish shared understanding among organizational members (Men, 2014). Effective internal communication has been shown to improve employee engagement, facilitate coordination, and support better work outcomes by reducing ambiguity regarding roles and expectations (Karanges et al., 2015). Conversely, inadequate communication may create misunderstandings, delays, and difficulties in completing tasks efficiently (Tanjung et al., 2023). The importance of communication becomes even greater in remote working arrangements because employees depend heavily on digital channels to receive instructions, discuss problems, and coordinate project activities (Ipsen et al., 2021; Wang et al., 2021).

Alongside communication, work discipline is another important behavioral factor influencing employee performance. Work discipline refers to employees' consistency in complying with organizational rules, procedures, schedules, and established standards while carrying out their responsibilities (Tanjung et al., 2023). Empirical research consistently shows that employees who demonstrate higher levels of work discipline tend to achieve better performance because they are more consistent in completing tasks according to organizational expectations (Masruddin et al., 2025). In traditional workplaces, discipline can be reinforced through direct supervision and routine interaction with supervisors; however, remote working reduces the visibility of employees' day-to-day activities and therefore requires stronger self-regulation (Wang et al., 2021). Studies of work-from-home arrangements in Indonesia indicate that discipline remains an important determinant of employee performance when physical supervision is limited (Wolor et al., 2021).

These issues are particularly relevant in service-based and creative organizations, where work processes depend heavily on collaboration, responsiveness, and the timely completion of project-based tasks. Creative agencies rely extensively on digital technologies to coordinate graphic design, branding, content development, and communication with clients, making the effectiveness of virtual coordination a central operational concern. Research on remote work suggests that the absence of frequent face-to-face interaction may create challenges related to communication quality, coordination, and social connection among workers (Allen et al., 2015; Bailey & Kurland, 2002; Ipsen et al., 2021). Wang et al. (2021) further emphasize that remote workers often face challenges in work coordination and maintaining effective communication, particularly when tasks require interdependence among team members. Therefore, organizations operating through remote working arrangements need management practices that support clear communication and encourage employees to remain responsible for their work obligations.

This situation is evident at Forkey Creative, a creative agency in Bandung that provides graphic design, content strategy, branding, and digital content production services. The agency implements a Work from Home (WFH) system in which workers conduct most of their activities through digital platforms. Although this arrangement offers flexibility, it also presents challenges related to communication, project coordination, supervision, and compliance with work expectations. Internal evaluation data collected by Forkey Creative in December 2025 indicate that several aspects of communication and work discipline were not yet optimal. The communication indicator measured through chat response reached 40.67%, while work discipline indicators measured through attendance and timeliness reached 46.43% and 52.38%, respectively. These internal findings suggest that responsiveness to work-related information and consistency in fulfilling work expectations remain managerial concerns within the agency's remote working environment.

The internal evaluation was further supported by a preliminary survey involving 20 workers at Forkey Creative. The survey identified issues concerning the clarity and consistency of information, supervisors' responsiveness to work-related communication, the timely completion of tasks, adherence to work procedures, and compliance with established work standards. These findings indicate that the challenges experienced by Forkey Creative involve interconnected dimensions of communication and work discipline rather than a single operational problem. Internal performance evaluation data for 2025 further showed that task assessment reached 74.74%, while descriptive assessment reached 76.47%. Although these scores were

categorized as good, they indicate that worker performance still has room for improvement. This pattern is consistent with research showing that remote working alone does not automatically improve performance unless it is accompanied by effective communication, appropriate managerial support, and disciplined work behavior (Wang et al., 2021; Wolor et al., 2021).

Previous empirical studies have consistently demonstrated positive relationships between communication, work discipline, and employee performance. Puspasari et al. (2024) found that communication and work discipline positively and significantly influenced employee performance, both partially and simultaneously. Similar findings were reported by Carlinda & Santosa (2026), who showed that both communication and work discipline were significant predictors of employee performance. Winaya et al. (2025) likewise demonstrated that communication and work discipline contributed significantly to employee performance within an organizational setting. Broader organizational communication research also indicates that effective internal communication enhances employee engagement and facilitates better work outcomes (Karanges et al., 2015; Men, 2014). Collectively, these studies suggest that communication and discipline are important antecedents of employee performance across different organizational contexts.

Nevertheless, the existing literature remains concentrated primarily on permanent employees working in conventional organizational environments and formal office-based arrangements. Comparatively fewer studies have examined freelance workers in creative agencies whose work is project-based, digitally mediated, and predominantly conducted through Work from Home arrangements (Bailey & Kurland, 2002; Messenger & Gschwind, 2016; Wang et al., 2021). Freelance workers may experience different patterns of communication, coordination, supervision, and responsibility because they often operate with greater autonomy while simultaneously depending on digital interaction with team members and supervisors. This difference creates a contextual gap in the literature regarding whether communication and work discipline influence performance in the same way among remote freelance workers as they do among conventional employees. Therefore, this study aims to examine the influence of communication and work discipline on worker performance, both partially and simultaneously, among freelance workers at Forkey Creative Agency in Bandung. By focusing on a creative agency operating under a WFH system, this study is expected to extend empirical understanding of employee performance management in digitally mediated and project-based work environments.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Communication

Communication is a fundamental organizational process through which individuals exchange information, coordinate activities, clarify responsibilities, and develop shared understanding. In organizational settings, communication is not merely concerned with transmitting messages but also with ensuring that information is interpreted accurately and can be translated into appropriate work actions. Internal communication has been found to contribute to employee engagement and satisfaction because it facilitates information exchange and strengthens employees' understanding of organizational objectives and expectations (Karanges et al., 2015; Men, 2014). Communication is therefore particularly important for organizations in which employees depend on continuous information exchange to coordinate interdependent tasks. The importance of communication becomes more pronounced in Work from Home (WFH) arrangements because employees conduct their activities through mediated communication rather than continuous face-to-face interaction. Research on remote working has demonstrated that communication and coordination constitute important challenges in distributed work environments, particularly when employees need to exchange information, clarify tasks, and maintain collaboration across physical distances (Allen et al., 2015; Wang et al., 2021). Effective communication through digital channels can reduce ambiguity and facilitate coordination, whereas inadequate communication may increase misunderstandings and delays in completing work. In this study, communication is conceptualized through three dimensions: downward communication, upward communication, and horizontal communication. These dimensions represent the flow of information from supervisors to workers, from workers to supervisors, and among workers at similar organizational levels, respectively. Such communication patterns are particularly relevant to freelance workers at Forkey Creative because project activities are primarily coordinated through digital communication channels.

Work Discipline

Work discipline refers to employees' willingness and consistency in complying with organizational rules,

procedures, schedules, and established work standards. Discipline reflects behavioral consistency and individual responsibility in carrying out assigned duties and is therefore closely related to the effective implementation of organizational activities. Empirical research has demonstrated that work discipline is significantly associated with employee performance, indicating that employees who consistently comply with organizational requirements tend to demonstrate better work outcomes (Tanjung et al., 2023; Widjajani, 2024). Work discipline is consequently not simply an administrative requirement but also an important behavioral mechanism through which organizations maintain reliability and consistency in work execution. The relevance of work discipline becomes particularly important in WFH environments because remote workers generally experience greater autonomy and reduced direct supervision. Employees must independently manage their working time, meet deadlines, maintain communication, and complete assigned responsibilities without continuous physical monitoring. Research on remote work has emphasized that effective work from home requires employees to regulate their activities and maintain appropriate work behaviors despite changes in the traditional work environment (Wang et al., 2021; Wolor et al., 2021). Recent empirical evidence also shows that work discipline has a significant positive effect on employee performance across different organizational settings (Ilmansyah et al., 2024; Robert & Adiputra, 2024). In this study, work discipline is measured through two dimensions: time compliance and work responsibility. Time compliance reflects workers' ability to follow schedules, manage working time, and complete assignments within established deadlines, whereas work responsibility reflects workers' commitment to fulfilling assigned duties, maintaining work standards, and being accountable for completed tasks.

Worker Performance

Worker performance refers to the extent to which individuals successfully accomplish the tasks and responsibilities assigned to them and contribute to organizational objectives. Performance is generally reflected not only in the final outcomes of work but also in behaviors that facilitate the accomplishment of organizational tasks. In remote work environments, performance assessment is particularly important because conventional indicators based on physical presence and direct observation become less applicable. Wang et al. (2021) emphasize that remote work changes the way work is designed and performed, requiring organizations to place greater emphasis on work outcomes, coordination, autonomy, and accountability. Previous empirical studies have demonstrated that employee performance is associated with multiple behavioral and organizational factors, including communication and work discipline. Tanjung et al. (2023) found that communication and work discipline significantly influenced employee performance, while Robert & Adiputra (2024) reported that work discipline was a significant determinant of employee performance. Similar evidence has been reported by Ilmansyah et al. (2024), who identified work discipline as an important factor in improving employee performance. In the present study, worker performance is measured through four dimensions: work quality, work quantity, cooperation, and initiative. Work quality represents the accuracy and conformity of completed tasks with established standards; work quantity refers to the amount of work completed within a specified period; cooperation reflects workers' ability and willingness to collaborate with colleagues; and initiative reflects proactive behavior in completing tasks and addressing work requirements without continuously waiting for instructions. These dimensions are relevant to freelance workers because their performance is substantially reflected in the quality, quantity, and independence of work outputs produced within project-based assignments.

Hypotheses Development

Communication provides workers with the information and understanding required to perform their responsibilities effectively. Clear communication enables supervisors to communicate work instructions, workers to provide progress reports and feedback, and team members to coordinate activities and solve problems. In remote working environments, these functions become increasingly important because employees have fewer opportunities for spontaneous face-to-face interaction and consequently depend more heavily on digital communication channels. Wang et al. (2021) demonstrate that effective work design is essential for maintaining productivity in remote working arrangements, while Allen et al. (2015) emphasize that communication and coordination are important considerations in telecommuting arrangements. From an organizational communication perspective, effective internal communication can also strengthen employee engagement and facilitate positive work outcomes (Karanges et al., 2015; Men, 2014). Empirical evidence further supports the expected relationship between communication and employee performance. Tanjung et al. (2023) found

that communication had a positive and significant effect on employee performance in a manufacturing organization. (Sigit Wicaksono et al. (2024) also examined communication and work discipline in relation to employee performance and provided evidence of the importance of these organizational factors. These findings indicate that employees who receive clear information, understand work instructions, and can communicate effectively with supervisors and colleagues are more likely to accomplish their responsibilities effectively. Based on the theoretical reasoning and empirical evidence, the following hypothesis is proposed:

H1: Communication has a positive and significant effect on worker performance.

Work discipline encourages workers to comply with organizational requirements, manage their responsibilities appropriately, and complete tasks according to established schedules and standards. In a WFH environment, discipline becomes particularly important because workers have greater flexibility and autonomy in determining how they organize their work. Without adequate discipline, flexibility may result in delayed task completion, inconsistent availability, or reduced compliance with organizational procedures. Conversely, workers who demonstrate strong time management and responsibility are more likely to maintain consistency in task completion and achieve expected performance outcomes. Research on remote work also indicates that employee behavior and self-management are important considerations in ensuring effective work performance outside conventional office environments (Wang et al., 2021; Wolor et al., 2021). Empirical research provides substantial support for the positive relationship between work discipline and employee performance. Tanjung et al. (2023) found that work discipline significantly influenced employee performance. Widjajani (2024) similarly reported a significant influence of work discipline on employee performance. Robert and Adiputra (2024) found that work discipline was the strongest factor among the variables examined in explaining employee performance, while Ilmansyah et al. (2024) demonstrated the importance of work discipline in improving employee performance among Generation Z workers. Budiarsana et al. (2026) also confirmed a significant relationship between work discipline and employee performance. Based on these theoretical and empirical arguments, the following hypothesis is formulated:

H2: Work discipline has a positive and significant effect on worker performance.

Communication and work discipline represent complementary mechanisms in supporting worker performance. Communication provides workers with the information, instructions, feedback, and coordination necessary to understand what must be accomplished, whereas work discipline determines the extent to which workers consistently translate those expectations into appropriate work behavior. Consequently, effective communication without adequate discipline may not guarantee timely and consistent task completion, while strong discipline without effective communication may result in workers performing tasks without sufficient information or coordination. The combination of clear communication and disciplined behavior is therefore expected to create conditions that are more conducive to effective performance. Empirical research supports the importance of considering communication and work discipline together. Tanjung et al. (2023) found that communication and work discipline jointly contributed to employee performance, demonstrating that these variables can function as complementary organizational determinants. Sigit Wicaksono et al. (2024) likewise examined communication and work discipline in relation to employee performance, reinforcing the relevance of these factors within contemporary work settings. The importance of these variables may be even greater in WFH environments because workers must simultaneously obtain sufficient information through digital communication and independently regulate their behavior to fulfill work responsibilities. Accordingly, this study proposes the following hypothesis:

H3: Communication and work discipline simultaneously have a positive and significant effect on worker performance.

Research Framework

Based on the theoretical arguments and empirical findings discussed above, this study proposes that communication and work discipline are important determinants of worker performance among freelance workers at Forkey Creative Agency in Bandung. Communication is expected to improve worker performance by facilitating information exchange, coordination, work instructions, and feedback, whereas work discipline is expected to improve performance by encouraging compliance with schedules, responsibilities, and established work standards. The conceptual relationships among the variables are presented in the research framework below:

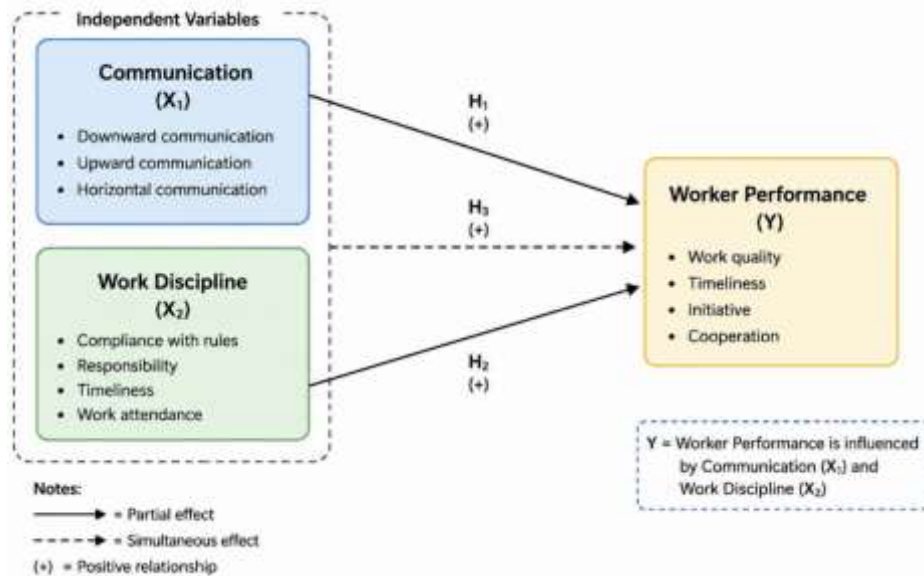


Figure 1. Research Framework

3. RESEARCH METHOD

Research Design

This study employed a quantitative approach with a descriptive-associative research design to examine the relationship between communication, work discipline, and worker performance at Forkey Creative Agency in Bandung. The quantitative approach was selected because the study aimed to measure the variables numerically and empirically test the proposed relationships using statistical procedures. The descriptive component was used to describe the conditions of communication, work discipline, and worker performance among freelance workers, whereas the associative component was used to examine whether communication and work discipline significantly influence worker performance.

Population and Sampling

The population of this study consisted of 30 freelance workers at Forkey Creative Agency in Bandung. To ensure that respondents had sufficient experience with the organization's working system and procedures, the study included freelance workers who had been working at Forkey Creative for more than one year. Because the population was relatively small and all population members could be reached, this study employed a census sampling technique, in which the entire population was included as research respondents. Accordingly, the final sample consisted of 30 freelance workers. The use of census sampling was considered appropriate because it eliminated the need to select a subset of respondents from the population and allowed the study to obtain information from all eligible workers within the research setting.

Data Collection and Measurement

The study used primary data collected directly from respondents through a structured questionnaire. The questionnaire was distributed to the freelance workers of Forkey Creative and consisted of statements representing the dimensions of communication, work discipline, and worker performance. Each statement was measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The use of a standardized response scale enabled respondents' perceptions and assessments to be quantified for subsequent statistical analysis. Communication was measured through three dimensions: downward communication, upward communication, and horizontal communication. Downward communication represents the clarity and adequacy of information and instructions received from supervisors, upward communication reflects workers' ability to provide reports, feedback, and information to supervisors, while horizontal communication represents information exchange and coordination among workers at the same organizational level.

Work discipline was measured through two dimensions: time compliance and work responsibility. Time compliance refers to workers' ability to follow established schedules, manage working time, and com-

plete assignments according to deadlines. Work responsibility reflects workers' commitment to fulfilling assigned duties, following work procedures, maintaining established standards, and being accountable for their work. Worker performance was measured through four dimensions: work quality, work quantity, cooperation, and initiative. Work quality reflects the accuracy and conformity of completed work with established standards. Work quantity concerns the amount of work completed within a specified period. Cooperation reflects workers' ability and willingness to collaborate with colleagues, while initiative represents proactive behavior in completing tasks and addressing work requirements without continuously waiting for instructions.

Instrument Validity and Reliability

Before conducting hypothesis testing, the research instrument was evaluated to determine whether the questionnaire items adequately measured the intended constructs. Item validity was assessed using the Pearson Product-Moment correlation between each questionnaire item score and the total score of its respective variable. An item was considered valid when the calculated correlation coefficient ($r_{\text{calculated}}$) exceeded the critical value of r_{table} at a significance level of 5%, or when the corresponding significance value was below 0.05. The reliability of the research instrument was assessed using Cronbach's Alpha. A construct was considered reliable when its Cronbach's Alpha coefficient met the generally accepted minimum threshold of 0.70, indicating adequate internal consistency among the items measuring the same construct. The validity and reliability assessments were conducted before the main statistical analysis to ensure that the measurement instruments were sufficiently consistent and appropriate for hypothesis testing.

Data Analysis

The collected data were analyzed using descriptive statistics and multiple linear regression. Descriptive analysis was conducted to summarize respondents' assessments of communication, work discipline, and worker performance. The descriptive analysis included measures such as frequency, percentage, mean, and standard deviation to provide an overview of the characteristics and distribution of the research data. Multiple linear regression was employed to examine the effect of communication and work discipline on worker performance. The regression model can be expressed as follows: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$ where Y represents worker performance, X_1 represents communication, X_2 represents work discipline, α represents the regression constant, β_1 and β_2 represent the regression coefficients, and ε represents the error term. The regression analysis was conducted after the fulfillment of the required classical assumptions. These assumptions included normality, multicollinearity, heteroscedasticity, and autocorrelation. The normality test was conducted to determine whether the regression residuals followed an approximately normal distribution. The multicollinearity test was used to determine whether excessive correlation existed among the independent variables. The heteroscedasticity test was performed to examine whether the variance of the residuals was constant across observations, while the autocorrelation test was used to determine whether residuals were correlated with one another.

Hypothesis Testing

Hypothesis testing was conducted using the t-test and F-test at a 5% significance level. The t-test was used to determine the partial effect of each independent variable on worker performance. Communication was considered to have a significant effect on worker performance when its regression coefficient was statistically significant at $p < 0.05$. Similarly, work discipline was considered to have a significant effect on worker performance when its corresponding p-value was below 0.05. The F-test was used to determine whether communication and work discipline simultaneously had a statistically significant effect on worker performance. The simultaneous effect was considered significant when the F-test produced a p-value below 0.05. The coefficient of determination (R^2) was subsequently used to assess the proportion of variation in worker performance that could be explained jointly by communication and work discipline. A higher R^2 value indicates that the independent variables provide greater explanatory power for variations in worker performance.

4. DATA ANALYSIS AND DISCUSSION

Respondent Characteristics

This study involved 30 freelance workers at Forkey Creative Agency in Bandung. Because the study employed a census sampling technique, all 30 eligible freelance workers who had worked at Forkey Creative

for more than one year were included as respondents. In terms of gender, 17 respondents (56.7%) were male and 13 respondents (43.3%) were female. Regarding age, 16 respondents (53.3%) were 20–22 years old, while 14 respondents (46.7%) belonged to other age groups. Most respondents were pursuing or had completed an undergraduate degree.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	17	56.7%
	Female	13	43.3%
Age	20–22 years	16	53.3%
	Other age groups	14	46.7%
Education	Undergraduate/currently pursuing undergraduate degree	23	76.7%
	Other educational levels	7	23.3%
Total		30	100%

Descriptive Analysis

Communication

The descriptive analysis indicates that communication at Forkey Creative Agency was categorized as fairly good, with an average score of 87.31. Horizontal communication obtained the highest dimension score of 89.25, while downward communication obtained the lowest score of 85.33. At the indicator level, the ease of using team coordination tools obtained the highest score of 96, whereas the speed of supervisors' responses obtained the lowest score of 80. These findings indicate that digital communication tools generally supported coordination among workers, although supervisor responsiveness remained an area requiring improvement.

Table 2. Descriptive Results of Communication

Dimension/Indicator	Score	Category
Downward communication	85.33	Fairly good
Upward communication	87.35	Fairly good
Horizontal communication	89.25	Fairly good
Ease of team coordination tools	96	Good
Speed of supervisor responses	80	Fairly good
Overall communication	87.31	Fairly good

Work Discipline

Work discipline was categorized as fairly good, with an average score of 100.20. Responsibility for assigned work obtained the highest score of 113, while completing work on time obtained the lowest score of 87. The results indicate that workers generally demonstrated responsibility toward assigned tasks. However, consistency in completing work according to deadlines remained an area requiring improvement.

Table 3. Descriptive Results of Work Discipline

Dimension/Indicator	Score	Category
Time compliance	94.80	Fairly good
Completing work on time	87	Fairly good
Work responsibility	105.60	Good
Responsibility for assigned work	113	Good
Overall work discipline	100.20	Fairly good

Worker Performance

Worker performance was categorized as fairly good, with an average score of 98.17. Cooperation obtained the highest dimension score of 104.50, while work quality obtained the lowest dimension score of 93. These findings indicate that workers demonstrated relatively strong cooperation, particularly in their willingness to help colleagues. However, individual initiative, particularly the initiative to start work without waiting for further instructions, remained an area requiring improvement.

Table 4. Descriptive Results of Worker Performance

Dimension/Indicator	Score	Category
Work quality	93.00	Fairly good
Work quantity	96.00	Fairly good
Cooperation	104.50	Good
Initiative	99.18	Fairly good
Initiative in starting work	88	Fairly good
Willingness to help colleagues	109	Good
Overall worker performance	98.17	Fairly good

Instrument Testing

Validity Test

The validity of the questionnaire was assessed using Pearson Product-Moment correlation. With 30 respondents and a 5% significance level, the critical correlation value was approximately 0.361. An item was considered valid when the calculated correlation exceeded 0.361 and the significance value was below 0.05. The results indicate that all questionnaire items had correlation coefficients greater than the critical value of 0.361 and significance values below 0.05. Therefore, all items were considered valid and suitable for further analysis.

Table 5. Validity Test Results

Variable	Number of Items	Range of r-count	Sig. Range	Decision
Communication (X ₁)	9	0.512–0.824	0.000–0.004	All valid
Work Discipline (X ₂)	6	0.574–0.861	0.000–0.001	All valid
Worker Performance (Y)	12	0.483–0.836	0.000–0.007	All valid

Reliability Test

Reliability was assessed using Cronbach's Alpha. A construct was considered reliable when its Cronbach's Alpha coefficient exceeded 0.70. The Cronbach's Alpha coefficients for all three constructs exceeded 0.70. Communication obtained an Alpha coefficient of 0.884, work discipline obtained 0.871, and worker performance obtained 0.916. These results indicate that all instruments demonstrated good internal consistency.

Table 6. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Threshold	Decision
Communication (X ₁)	9	0.884	0.70	Reliable
Work Discipline (X ₂)	6	0.871	0.70	Reliable
Worker Performance (Y)	12	0.916	0.70	Reliable

Classical Assumption Tests

Normality Test

The normality test was conducted using the Shapiro-Wilk test because the sample consisted of fewer than 50 observations. The residuals were considered normally distributed when the significance value exceeded 0.05. The Shapiro-Wilk test produced a significance value of 0.401, which is greater than 0.05. Therefore, the residuals can be considered normally distributed, indicating that the normality assumption was satisfied.

Table 7. Normality Test Results

Variable	Statistic	df	Sig.
Unstandardized Residual	0.964	30	0.401

Multicollinearity Test

Multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values. A tolerance value above 0.10 and a VIF value below 10 indicate that multicollinearity is not problematic. Both independent variables obtained tolerance values of 0.982 and VIF values of 1.018. These values meet the recommended

criteria, indicating that the regression model does not exhibit problematic multicollinearity.

Table 8. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Decision
Communication (X_1)	0.982	1.018	No multicollinearity
Work Discipline (X_2)	0.982	1.018	No multicollinearity

Heteroscedasticity Test

The heteroscedasticity test was conducted using the Glejser test. A significance value greater than 0.05 indicates that the model does not exhibit statistically significant heteroscedasticity. The significance values for communication and work discipline were 0.427 and 0.518, respectively. Both values exceeded 0.05, indicating that the regression model did not exhibit significant heteroscedasticity.

Table 9. Heteroscedasticity Test Results

Independent Variable	Sig.	Decision
Communication (X_1)	0.427	No heteroscedasticity
Work Discipline (X_2)	0.518	No heteroscedasticity

Autocorrelation Test

Autocorrelation was examined using the Durbin-Watson statistic. The regression model produced a Durbin-Watson value of 1.659. The Durbin-Watson value of 1.659 indicates that the residuals were not subject to a serious autocorrelation problem based on the criteria applied in this study. Thus, the regression model was considered suitable for subsequent hypothesis testing.

Table 10. Autocorrelation Test

No	Model	Durbin-Watson
1	1	1.659

Multiple Linear Regression Analysis

Multiple linear regression was used to examine the effects of communication and work discipline on worker performance. The regression equation was: $Y = 2.304 + 0.139X_1 + 0.776X_2$. The positive regression coefficients indicate that both communication and work discipline have positive relationships with worker performance. The coefficient of communication was 0.139, while the coefficient of work discipline was 0.776. The communication coefficient of 0.139 indicates that a one-unit increase in communication is associated with a 0.139-unit increase in worker performance when work discipline is held constant. Meanwhile, the work discipline coefficient of 0.776 indicates that a one-unit increase in work discipline is associated with a 0.776-unit increase in worker performance when communication is held constant. The standardized beta coefficients indicate that work discipline has a stronger relative contribution to worker performance ($\beta = 0.859$) than communication ($\beta = 0.145$).

Table 11. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
Constant	2.304	1.419	—	1.624	0.116
Communication (X_1)	0.139	0.065	0.145	2.158	0.040
Work Discipline (X_2)	0.776	0.061	0.859	12.801	<0.001

Partial Hypothesis Testing

H1: The Effect of Communication on Worker Performance

H2: The Effect of Work Discipline on Worker Performance

Communication obtained a t-value of 2.158 and a significance value of 0.040. Because the significance value is below 0.05 and the regression coefficient is positive ($B = 0.139$), communication has a positive and significant effect on worker performance. Therefore, H1 is supported. Work discipline obtained a t-value of 12.801

and a significance value below 0.001. Because the significance value is below 0.05 and the regression coefficient is positive ($B = 0.776$), work discipline has a positive and significant effect on worker performance. Therefore, H2 is supported. The standardized beta coefficient further indicates that work discipline is the more dominant predictor in the model, with $\beta = 0.859$ compared with $\beta = 0.145$ for communication.

Simultaneous Hypothesis Testing

The F-test was used to examine whether communication and work discipline simultaneously influenced worker performance. The F-test produced an F-value of 262.01 with a significance value below 0.001. Since the significance value is lower than 0.05, communication and work discipline simultaneously have a statistically significant effect on worker performance. Therefore, H3 is supported. The finding indicates that communication and work discipline jointly contribute to worker performance. Effective communication facilitates the delivery and understanding of work information, while work discipline supports workers in implementing their responsibilities consistently.

Table 12. ANOVA / F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3583.12	2	1791.56	262.01	<0.001
Residual	184.57	27	6.84	—	—
Total	3767.69	29	—	—	—

Coefficient of Determination

The coefficient of determination was used to determine the proportion of variation in worker performance explained by communication and work discipline. The R value of 0.975 indicates a very strong overall correlation between the independent variables and worker performance. The R^2 value of 0.951 indicates that communication and work discipline jointly explain approximately 95.1% of the variation in worker performance. The remaining 4.9% is explained by other factors not included in the research model. The adjusted R^2 value of 0.947 indicates that after adjustment for the number of predictors included in the model, 94.7% of the variation in worker performance remains explained by communication and work discipline. The relatively small difference between R^2 and adjusted R^2 indicates that the model maintains substantial explanatory power after adjustment. However, the high R^2 value should be interpreted within the specific research context. The study involved only 30 freelance workers from one creative agency, and therefore the result should not be generalized to all freelance workers or creative agencies without further research.

Table 13. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.975	0.951	0.947	2.61566	1.659

Hypothesis Testing Summary

Overall, all three hypotheses were supported. Communication had a positive and significant effect on worker performance, while work discipline also had a positive and significant effect. Furthermore, communication and work discipline simultaneously had a significant effect on worker performance. Among the two independent variables, work discipline demonstrated the strongest relative contribution based on its standardized beta coefficient of 0.859.

Table 14. Summary of Hypothesis Testing

Hypothesis	Relationship	Coefficient	Test Statistic	Sig.	Decision
H1	Communication → Worker Performance	0.139	$t = 2.158$	0.040	Supported
H2	Work Discipline → Worker Performance	0.776	$t = 12.801$	<0.001	Supported
H3	Communication + Work Discipline → Worker Performance	—	$F = 262.01$	<0.001	Supported

The Effect of Communication on Worker Performance

The findings demonstrate that communication has a positive and significant effect on worker performance

at Forkey Creative Agency, with a regression coefficient of 0.139, a t-value of 2.158, and a significance value of 0.040. Therefore, H1 is supported. This finding indicates that better communication is associated with better worker performance. In the context of Forkey Creative, communication enables freelance workers to obtain work instructions, clarify project requirements, exchange information, provide progress updates, and coordinate tasks with supervisors and colleagues. Because work activities are conducted primarily through digital channels, the quality and responsiveness of communication become important mechanisms for ensuring that workers understand what needs to be accomplished and how tasks should be completed. The finding is consistent with previous empirical research showing that communication is an important determinant of employee performance. Tanjung et al. (2023) found that communication had a positive and significant effect on employee performance, indicating that effective information exchange contributes to employees' ability to accomplish organizational tasks. Similarly, Sigit Wicaksono et al. (2024) reported that communication was significantly associated with employee performance when examined together with work discipline and work-life balance. These findings support the argument that communication contributes to performance by reducing uncertainty, facilitating coordination, and enabling employees to respond appropriately to organizational requirements. Karanges et al. (2015) further demonstrated that effective internal communication strengthens employee engagement, which provides an additional behavioral mechanism through which communication can contribute to positive work outcomes.

The descriptive findings provide further explanation for the significant effect of communication. Communication at Forkey Creative was categorized as fairly good, with horizontal communication obtaining the highest dimension score of 89.25. This suggests that communication among workers was relatively effective, particularly in exchanging information and coordinating project activities. The highest individual score was recorded for the ease of using team coordination tools, indicating that the digital infrastructure used by the agency generally facilitated communication. However, the speed of supervisor responses received the lowest score of 80. This finding is important because the availability of communication technology alone does not guarantee effective communication. Digital tools can facilitate information exchange, but delayed responses from supervisors may still create uncertainty regarding task priorities, revisions, deadlines, and project requirements. This finding is particularly relevant to the characteristics of WFH arrangements. Allen et al. (2015) explain that telecommuting changes the nature of communication and coordination because employees work at a physical distance from supervisors and colleagues. Wang et al. (2021) similarly argue that effective remote work requires appropriate work design and communication practices to ensure that employees can coordinate tasks and maintain performance. In a creative agency such as Forkey Creative, this issue may become even more important because graphic design, branding, content strategy, and digital content production frequently require iterative feedback. A delay in communication may therefore affect not only the understanding of a task but also the speed with which revisions and project decisions can be implemented.

The finding also suggests that communication should be understood as a two-way and multidirectional process rather than merely the delivery of instructions from supervisors. Downward communication is needed to provide clear task directions, upward communication allows workers to communicate progress and difficulties, and horizontal communication facilitates coordination among workers. The relatively high score for horizontal communication suggests that peer-level coordination is already a strength at Forkey Creative. However, the comparatively lower score for downward communication and supervisor response speed indicates that management-level communication requires further strengthening. Improving response standards, establishing clearer communication protocols, and setting expected response times may therefore help reduce delays and improve worker performance.

The Effect of Work Discipline on Worker Performance

The results demonstrate that work discipline has a positive and significant effect on worker performance, with a regression coefficient of 0.776, a t-value of 12.801, and a significance value below 0.001. Therefore, H2 is supported. Compared with communication, work discipline has a substantially larger standardized beta coefficient ($\beta = 0.859$), indicating that it is the stronger predictor of worker performance in the estimated model. This finding suggests that the ability of freelance workers to manage their time, comply with deadlines, fulfill responsibilities, and maintain consistency in completing assignments is particularly important in determining performance at Forkey Creative. The finding is consistent with previous empirical evidence.

Tanjung et al. (2023) found that work discipline had a positive and significant effect on employee performance. Robert & Adiputra (2024) similarly demonstrated that work discipline significantly influenced employee performance. Ilmansyah et al. (2024) also reported a significant relationship between work discipline and employee performance among Generation Z workers. Pratama et al. (2025) further found that work discipline contributed significantly to employee performance. Collectively, these studies indicate that disciplined work behavior is associated with greater consistency in task completion and the achievement of expected work outcomes.

The strong effect of work discipline can be explained by the nature of freelance work at Forkey Creative. Unlike conventional office workers who may operate under direct supervision, freelance workers generally have greater autonomy in determining when and how they complete their assignments. This autonomy creates a greater need for self-regulation. Workers must independently organize their schedules, prioritize assignments, monitor deadlines, and ensure that deliverables meet organizational requirements. Wang et al. (2021) emphasize that remote work requires employees to manage their work more independently, while Wolor et al. (2021) highlight the importance of individual work conditions and behavior in maintaining employee performance during WFH arrangements. The descriptive findings reinforce this interpretation. Work discipline obtained an overall score of 100.20 and was categorized as fairly good. The highest indicator, responsibility for assigned work, obtained a score of 113. This indicates that workers generally accepted responsibility for their assigned tasks and demonstrated awareness of their obligations. However, completing work on time obtained the lowest score of 87. The difference between these two indicators is meaningful. Workers may be willing to take responsibility for their assignments but still experience difficulties in managing time and completing tasks according to deadlines. In a project-based creative agency, such delays can have consequences for subsequent stages of production and may affect the ability of the organization to deliver work to clients on schedule.

The stronger standardized coefficient for work discipline compared with communication therefore reflects the particular importance of individual self-management in the WFH context. Communication provides the information necessary to perform a task, but discipline determines whether the worker consistently acts upon that information. A worker may receive clear instructions and have access to effective communication channels, but performance can still be affected if deadlines are not respected or assigned tasks are not completed consistently. Thus, the findings suggest that Forkey Creative should not only improve communication systems but also strengthen mechanisms that support time compliance and individual accountability.

The Simultaneous Effect of Communication and Work Discipline on Worker Performance

The F-test indicates that communication and work disciplinesimultaneously have a positive and significant effect on worker performance, with an F-value of 262.01 and a significance value below 0.001. Therefore, H3 is supported. This finding demonstrates that worker performance at Forkey Creative is not determined by a single organizational factor. Rather, performance is associated with the interaction of adequate information exchange and disciplined work behavior. Communication enables workers to understand expectations and coordinate activities, whereas work discipline enables them to execute those responsibilities consistently. The simultaneous effect is theoretically reasonable because communication and work discipline perform complementary functions. Effective communication provides clarity regarding what workers should do, when tasks should be completed, and how outputs should meet organizational requirements. Work discipline, in turn, supports workers' willingness and ability to follow those requirements consistently. If communication is effective but discipline is weak, workers may understand their responsibilities but fail to complete them on time. Conversely, workers may possess strong discipline but experience performance difficulties when instructions, feedback, or project information are unclear. The combination of both factors is therefore particularly important in a remote working environment.

The finding is consistent with Tanjung et al. (2023), who found that communication and work discipline jointly contributed to employee performance. Sigit Wicaksono et al. (2024) similarly demonstrated the relevance of communication and work discipline in explaining employee performance. These findings reinforce the view that performance improvement requires attention to both organizational communication mechanisms and individual work behavior rather than focusing exclusively on one factor. The result is particularly relevant to Forkey Creative because freelance creative work involves project-based coordination and considerable individual autonomy. A typical creative project may require information to move between clients, supervisors, designers, content specialists, and other workers. Any communication delay can create

uncertainty, while inadequate discipline can cause delays in implementing decisions or completing deliverables. Therefore, the combination of responsive communication and disciplined execution is essential for maintaining workflow continuity and meeting project requirements.

The Relative Contribution of Communication and Work Discipline

An important finding of this study is the difference in the standardized regression coefficients between communication and work discipline. Communication produced a standardized beta coefficient of 0.145, whereas work discipline produced a coefficient of 0.859. Although both variables have statistically significant positive effects, work discipline demonstrates a substantially stronger relative contribution to worker performance. This result indicates that, within the observed sample, individual behavioral consistency appears to be more closely associated with performance than communication alone. This finding can be understood from the characteristics of the respondents and the organizational context. Freelance workers generally have greater independence in managing their daily activities than employees working under conventional office arrangements. Consequently, performance depends considerably on their ability to regulate their own behavior. The importance of self-management is particularly evident in remote work, where physical supervision is limited and performance is often evaluated based on completed outputs rather than physical presence (Allen et al., 2015; Ferrara et al., 2022; Peiró et al., 2024; Urrila et al., 2025; Wang et al., 2021).

The finding does not imply that communication is unimportant. Rather, it suggests that once an adequate communication infrastructure exists, differences in individual discipline may become more influential in explaining variations in performance. The descriptive results support this interpretation: communication was already categorized as fairly good, and the ease of using coordination tools received a high score of 96. In contrast, timely task completion received a lower score of 87. Thus, the more pressing performance challenge at Forkey Creative may be the consistent implementation of work responsibilities rather than merely the availability of communication channels. From a managerial perspective, the finding suggests that interventions should prioritize mechanisms that strengthen time compliance and accountability while continuing to improve communication. Clear deadlines, task-tracking systems, progress monitoring, standardized response expectations, and regular performance feedback may help workers translate organizational expectations into consistent work behavior. Such mechanisms are particularly appropriate for freelance workers because they can strengthen accountability without eliminating the autonomy that characterizes freelance and remote work.

Explanatory Power of the Research Model

The coefficient of determination indicates that communication and work discipline jointly explain 95.1% of the variation in worker performance within the observed sample. The adjusted R^2 of 0.947 remains similarly high after accounting for the number of predictors. This result indicates that the two variables provide substantial explanatory power for worker performance among the freelance workers included in this study. The high explanatory power is understandable given the direct relationship between the variables examined and the operational characteristics of the organization. Communication is directly related to the exchange of information required for task completion, while work discipline is directly related to employees' compliance with deadlines and responsibilities. Both variables therefore address fundamental processes involved in completing project-based work. However, the high R^2 should be interpreted cautiously because the study involved only 30 freelance workers within a single creative agency. The result represents the explanatory power of the model in the specific research setting and should not be generalized automatically to other organizations or freelance populations.

Overall, the findings suggest that improving worker performance at Forkey Creative requires an integrated approach. Communication should be strengthened through faster supervisor responses, clearer instructions, and effective digital coordination, while work discipline should be strengthened through greater time compliance, accountability, and consistency in task completion. The stronger effect of work discipline indicates that individual responsibility and self-management deserve particular managerial attention. At the same time, maintaining effective communication remains essential because disciplined work behavior cannot fully compensate for unclear information or delayed feedback. Therefore, the findings support the view that effective remote work depends on both organizational communication and workers' capacity to regulate and execute their responsibilities effectively.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study concludes that communication and work discipline are important determinants of worker performance at Forkey Creative Agency in Bandung. Communication has a positive and significant effect on worker performance, indicating that clear information exchange, effective coordination, and responsive communication support freelance workers in completing their tasks effectively. Work discipline also has a positive and significant effect on worker performance and demonstrates a stronger relative contribution than communication. Furthermore, communication and work discipline simultaneously have a significant effect on worker performance, indicating that effective performance in a WFH environment requires both adequate communication and consistent work behavior. The findings therefore highlight the importance of strengthening communication mechanisms and work discipline to improve the performance of freelance workers in creative agency settings.

The findings have practical implications for Forkey Creative Agency, particularly in managing freelance workers within a WFH environment. Since communication has a significant effect on performance, the agency should establish clearer digital communication procedures, improve supervisor response times, and ensure that work instructions, feedback, and project updates are communicated consistently. At the same time, the stronger effect of work discipline indicates that management should place greater emphasis on deadline compliance, task responsibility, and individual accountability. The implementation of digital task-monitoring systems, clearly defined deadlines, regular progress monitoring, and structured feedback mechanisms may help workers maintain discipline while preserving the flexibility associated with freelance work. These practices can contribute to a more consistent and effective remote working system.

Based on the findings, Forkey Creative Agency is encouraged to improve supervisor responsiveness, establish clear communication standards, and strengthen mechanisms for monitoring task progress and deadlines. Particular attention should be given to the indicators that obtained relatively lower scores, namely the speed of supervisor responses, timely completion of work, and initiative in starting tasks. Future research should expand the number of respondents and include freelance workers from several creative agencies or other service-based organizations to improve the generalizability of the findings. Future studies may also incorporate other variables that could influence worker performance, such as motivation, job satisfaction, leadership, workload, technological readiness, psychological well-being, or work autonomy, thereby providing a more comprehensive explanation of performance in remote and freelance work environments.

This study has several limitations that should be considered when interpreting its findings. First, the study involved only 30 freelance workers from a single creative agency in Bandung, which limits the generalizability of the findings to other organizations, industries, and freelance worker populations. Second, the study used a cross-sectional design, meaning that the data were collected at one point in time and therefore cannot fully capture changes in communication, work discipline, or worker performance over time. Third, the study relied on self-reported questionnaire data, which may be subject to respondents' subjective perceptions and response bias. Finally, although the regression model demonstrated high explanatory power, other factors that may influence worker performance were not included in the model. Future research should therefore consider larger and more diverse samples, longitudinal designs, and additional organizational and individual variables to develop a more comprehensive understanding of worker performance in WFH and freelance work environments.

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