

Work Discipline, Teamwork, Communication's Impact on Employee Performance CV. Golden Harvest

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ABSTRACT

Examining the effects of communication, teamwork, and work discipline on employee performance at CV Golden Harvest is the aim of this study. Organizational success depends on employee performance, and human resources are crucial to achieving corporate goals. 36 employees participated in this study, which used a quantitative methodology and survey questionnaires. SPSS 22.0 was used for data processing in order to examine each variable's partial and simultaneous influence. The findings show that employee performance is significantly and favorably impacted by teamwork, communication, and work discipline. However, the results of individual analysis vary work discipline has a positive but insignificant effect on performance, communication has a negative and negligible effect, and cooperation has a positive and significant impact. While good teamwork fosters synergy among people, good work discipline can improve adherence to business policies. Conversely, good communication is essential for enhancing professional relationships and reducing miscommunications. These results give management information to help them develop plans to enhance worker performance by managing communication, teamwork, and work discipline.

Keywords: Work discipline; Teamwork; communication impact; performance.

INTRODUCTION

The importance of human resources factor in the success of a company because people are the source of labor and the main source; Without them, the company cannot operate and achieve its goals. Therefore, Human resources have a significant role in a company's success. Therefore, companies are responsible for building and managing human resources, or employees, so that they can make the best contribution to the company. Employees who are characterful and able to work well together will have an impact on professional performance, which will help the company achieve its desired goals. The role of human resources is what allows businesses to survive and thrive in today's era of globalization.

To achieve the company's goals, leaders and employees must work well together, communicate well, work in accordance with company regulations, and cooperate with each other. Many strategies are used to achieve this goal. The problem that companies are facing today is the difficulty of accomplishing business objectives as a result of poor employee performance. A person's performance is the outcome of their efforts and accomplishments as a result of finishing the duties that were given to them.

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Table 1. CV Attendance Data Table. Golden Harvest 2022-2023

Moon	2022					2023						
	Per miss ion	Sick	WE	Total	Total emplo yee	%	Per miss ion	Sick	WE	Total	Total emplo yee	%
January	11	3	9	23	36	63,80%	12	3	8	23	36	63,80%
February	10	3	8	21		58,30%	11	3	9	23		63,80%
March	10	5	9	24		66,60%	10	1	8	19		52,70%
April	9	3	7	19		52,70%	9	2	10	21		58,30%
May	9	2	8	19		52,70%	9	1	8	18		50%
June	9	3	7	19		52,70%	10	3	7	20		55,50%
July	8	5	7	19		55,50%	11	4	9	24		66,60%
August	10	3	8	20		58,30%	12	3	10	25		69,40%
September	10	3	9	21		61,10%	9	5	10	24		66,60%
October	11	3	7	22		58,30%	8	4	9	21		58,30%
November	7	3	7	21		47,20%	10	3	8	21		58,30%
December	6	3	6	15		41,60%	9	3	8	20		55,50%

A high rate of absenteeism can indicate that employees are not disciplined. Employees become lazier to work when their level of discipline decreases. The level of absenteeism of CV employees. High Golden Harvest leads to decreased performance; the higher the absenteeism rate, the lower the CV yield. Golden Harvest.

Work discipline is the first component that affects employee performance. Discipline is the key to success. Discipline makes employees obey the rules and carry out every work order correctly so that the production process runs well. The quality of the company's products is influenced by its discipline in work; If there is discipline, the production process runs more efficiently and productively.

Teamwork is the second component that affects employee performance. In an organization, teamwork is an effort to determine the success of the ongoing process that involves the company and the team in achieving its goals. A team works together because of a strong sense of community and high motivation.

Communication is the third factor that affects employee performance. Communication is information conveyed by a person in providing input and news to others.

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THEORETICAL BACKGROUND

Work Discipline

Their workplaces or agencies have a responsibility to keep an eye on their employees' work habits so that they perform better than they did previously and don't engage in pointless activities during working hours. According to Hasibuan (2019), discipline is the knowledge and readiness to follow all agency regulations as well as pertinent social norms. Sanjaya (2021) asserts that job discipline is defined as attitudes and actions that conform to the standards, rules, and guidelines established by the organization. Employees who are disciplined are more likely to accept responsibility for their tasks and responsibilities, which reduces errors and boosts output.

To measure the level of work discipline, according to Maskuri et al., (2021) there are several indicators that can be used including:

1. Attendance and Punctuality
2. Fulfillment of Duties and Responsibilities
3. Compliance with Company Rules and Policies
4. Work Attitude and Ethics
5. Participation in Company Activities
6. Response to Sanction and Rewards

Teamwork

Teamwork is a collaborative process in which People with various backgrounds and specialties collaborate to accomplish a shared objective, which contributes to improved performance. In addition, good cooperation strengthens emotional attachment among team members, it eventually positively affects the team's performance. And the organization as a whole.

1. Effective Communication
2. Mutual Trust and Appreciation
3. Clear and Measurable Purpose
4. Good Leadership
5. Good Conflict Management

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Communication

Communication is a process that allows individuals or groups to share information, ideas, and feelings with each other both verbally and non-verbally (Kriyantono, 2020). According to Kriyantono (2020), communication is the process of delivering messages from the sender to the recipient through certain media with the aim of obtaining the desired response. This process includes a number of crucial components, including the sender, message, channel, recipient, and feedback. Every one of these components plays a role in ensuring that the message is conveyed effectively.

The following are some communication indicators according to Kriyantono (2020) as follows:

1. Message Clarity
2. Accuracy of Information
3. Order Completeness
4. Speed or Timeliness
5. Empathy in Delivery
6. Message Consistency
7. Feedback

Employee Performance

Adhari (2020) defines performance as the outcome of a specific job function or activity in a specific job during a specific time period that demonstrates the caliber and volume of the effort. A key factor in attaining organizational success is employee performance. According to predefined standards, The job results obtained within a given time period are the definition of employee performance. Employee performance, on the other hand, where employee workers are a type of contribution given by an individual in achieving the objectives of the organization.

1. Role Responsibilities
2. Quality of Work
3. Quantity of Result

The Connection between Work Discipline and Employee Performance

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Employee adherence to company policies, guidelines, and working hours is referred to as work discipline. Increasing employee productivity and effectiveness requires a strong work ethic. Additionally, Sanjaya (2021) stressed that constant application of work discipline can improve productivity and foster a positive work environment. A high level of work discipline can boost employees' dedication to their

jobs, which helps them perform better (Robins & Judge, 2019). It is clear from the theory and research results that work discipline is crucial for raising employee performance.

Hypothesis 1: Work discipline affects employee performance

The Connection between Teamwork and Employee Performance

Teamwork is a process in which individuals work together to achieve a common goal. Effective teams are able to produce better performance compared to individuals who work alone. Good teamwork facilitates the use of complementary expertise and knowledge, thereby creating a cooperative and productive work atmosphere. Thus, good teamwork can have positive implications on employee performance.

Hypothesis 2: Teamwork affects employee performance

The Connection between Communication and Employee Performance

Effective communication is essential for conveying information, coordinating activities, and aligning goals between employees and management (Maskuri et al., 2021). Good communication can improve understanding in the workplace. It shows that effective organizational communication can improve employee performance, found that good communication helps prevent misunderstandings and improve work efficiency. Clear communication ensures that each team member has the same understanding of roles, responsibilities, and expectations (Petit, O., Lunardo, R., Rickard Affiliations 2019). Thus, effective communication is an important element in raising worker performance.

Hypothesis 3: Communication Affects Employee performance

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The Connection between Work Discipline, Teamwork, and Communication's Effect on Employee Performance

The connection between work and discipline, teamwork, communication can create a productive work environment. These three elements support each other in improving employee performance. Emphasized that good work discipline, effective teamwork, and clear communication are the keys to achieving organizational goals. shows the importance of work discipline in improving employee performance, while Mahmud (2019) states that discipline supported by good cooperation and Employee performance can be significantly impacted by communication. The combination of these three variables is expected to have a greater synergistic impact on employee performance than if only viewed individually Therefore, these three variables are expected to interact synergistically in improving employee performance in CV. Golden Harvest.

Hypothesis 4: It is suspected that work discipline, teamwork, and communication all improve employee performance on a CV at the same time. Harvest of Gold

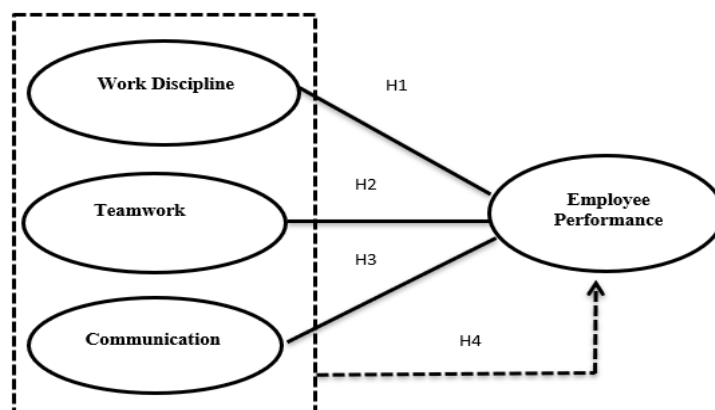


Figure 1. Framwork of Thought

METHOD, DATA AND ANALYSIS

Surveys and documentation studies are the two primary methods utilized to gather data for this investigation. This strategy seeks to guarantee that the information gathered is reliable and pertinent to the study's goals. The sample is a component of the population's size and attributes. The sampling strategy employed in this study was a saturated sample, in which all 36 employees—the entire population—were considered respondents. " Using all of the current populations as samples is known as saturated

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sampling” claims Sugiyono (2019). The tests for validity, reliability, and classical assumptions, along with those for heteroscedasticity, multicollinearity, and normalcy, autocorrelation, hypothesis, t, f, determination coefficient, and interpretation of results tests, are among the tests used in this descriptive analysis study.

RESULTS

Validity Test Results

Table 2. Description Work Discipline

No	Question	R Count	R table	Mr	Information
1	X1.1	0,571	0,324	0,000	Valid
2	X1.2	0,698	0,324	0,000	Valid
3	X1.3	0,707	0,324	0,000	Valid
4	X1.4	0,790	0,324	0,000	Valid
5	X1.5	0,808	0,324	0,000	Valid
6	X1.6	0,689	0,324	0,000	Valid

Source: Primary data processed, 2025

According to the above validity test results, every signal utilized to gauge the Work Discipline variable (X1) is legitimate. For every indication, the significance value (sig) is less than 0.05 and the computed r value is higher than the table r (0.324).

Thus, the questionnaire used in this study can be relied upon to measure the variables of employee work discipline in CV. Golden Harvest.

Table 3. Description Teamwork (X2)

No	Question	R Count	R table	Mr	Information
1	X2.1	0,730	0,324	0,000	Valid
2	X2.2	0,667	0,324	0,000	Valid
3	X2.3	0,806	0,324	0,000	Valid
4	X2.4	0,751	0,324	0,000	Valid
5	X2.5	0,745	0,324	0,000	Valid

Source: Primary data processed, 2025

According to the findings of the prior validity test, every signal utilized to gauge the Teamwork (X2) variable was legitimate. This is demonstrated by the decreased sig value of 0.05 and Each indicator's calculated r value that exceeds the r table (0.324). Therefore, the study's questionnaire may be trusted to gauge the elements influencing teamwork in this organization.

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Table 4. Description Communication (X3)

No	Question	R Count	R table	Mr	Information
1	X3.1	0,762	0,324	0,000	Valid
2	X3.2	0,794	0,324	0,000	Valid
3	X3.3	0,762	0,324	0,000	Valid
4	X3.4	0,753	0,324	0,000	Valid
5	X3.5	0,741	0,324	0,000	Valid
6	X3.6	0,685	0,324	0,000	Valid
7	X3.7	0,573	0,324	0,000	Valid

Source: Primary data processed, 2025

According on the findings of earlier validity studies, every indicator used to assess the Communication variable (X3) is regarded as legitimate. For every indicator, the sig should be less than 0.05 and the computed r value should be higher than the table r (0.324). As a result, the questionnaire employed in this study may be trusted to gauge aspects of team communication.

Table 5. Employee Performance (Y)

No	Question	R Count	R table	Mr	Information
1	Y1	0,898	0,324	0,000	Valid
2	Y2	0,879	0,324	0,000	Valid
3	Y3	0,751	0,324	0,000	Valid

Source: Primary data processed, 2025

All indicators used to measure employee performance variables (Y) can be regarded as legitimate, according to the findings of earlier validity tests. For every indication, The significance level (sig) is below 0.05. and the computed r value is higher than the table r (0.324). As a result, the instruments employed in this study are reliable for assessing employee performance levels.

Table 6. Reality Test Results

Variable	Cronbach's Alpha	Information
Work Discipline (X1)	0.922	Reliable
Teamwork (X2)	0.922	Reliable
Communication (X3)	0.922	Reliable
Employee Performance (Y)	0.922	Reliable

Source: Primary data processed, 2025

According to the following table, every variable utilized Cronbach's Alpha is present in this study. value greater than 0.90, indicating the high reliability of this

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research instrument. Thus, it can be said that there is great internal consistency in the questionnaire utilized to gauge the Work Discipline (X1) factors, Teamwork (X2), Communication (X3), and Employee Performance (Y). As a result, the other variables examined This questionnaire can be used to measure in this investigation.

According to the following table, every variable utilized Cronbach's Alpha is present in this study. value greater than 0.90, indicating the high reliability of this research instrument. Thus, it can be said that there is great internal consistency in the questionnaire used to measure The factors that affect work discipline (X1), Teamwork (X2), Communication (X3), and Employee Performance (Y). As a result, the other factors this study looked at can be measured using this questionnaire.

Results of the Classic Assumption Test

Table 7. Results of the Examining Kolmogorov-Smirnov One-Sample Normality

		Unstandardiz ed Residual
N		36
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,08780880
	Absolute	,141
Most Extreme Differences	Positive	,141
	Negative	-,094
Test Statistic		,141
Asymp. Sig. (2-tailed)		,067 ^c

Source: Primary data processed, 2025

The normalcy test's findings show that the asymptotic value (sig., two- tailed) is 0.067, which exceeds 0.05. The findings of the normality test consequently demonstrate that the data of this investigation is normally distributed. Parametric statistical analysis can now be started.

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Table 8. Results of the Multicollinearity Test

Model	Collinearity Statistics		
		Tolerance	VIF
1	X1	,439	2,277
	X2	,419	2,384
	X3	,433	2,309

Source: Primary data processed, 2025

According to findings from the multicollinearity test above, This regression model's independent variables do not significantly multicollinearize since each of the three independent variables' tolerance values variables X1, X2, and X3 is greater than 0.10 and their respective VIF values, which range from 2,277 to 2.384, are less than 10.

Table 9. Results of Heteroscedasticity Test with Glejser Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	-1,442	1,036		-1,391	,174
X1	-,003	,059	-,014	-,058	,954
X2	,091	,065	,351	1,409	,168
X3	,016	,046	,088	,358	,723

Source: Primary data processed, 2025

The regression model does not exhibit heteroscedasticity because all Sig. values are greater than 0.05. Stated differently, the residual variance is homogenous or constant, and this model satisfies the homoscedasticity assumptions necessary for the study of linear regression.

Table 10. Findings from Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Coordinated Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,311	1,942		2,734	,010
X1	,105	,110	,201	,953	,348
X2	,339	,121	,602	2,790	,009
X3	-,087	,085	-,217	-1,022	,315

Source: Primary data processed, 2025

The analysis's findings led to the following multiple linear regression equation:

$$Y = 0.201 X1 + 0.602 X2 - 0.217 X3$$

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Interpretation of the Equation:

Workplace discipline has a beneficial impact., as indicated the 0.201 work discipline variable (X1) coefficient. This implies that if the respondent's impression of work discipline improves, employee performance will likewise improve.

Teamwork has a positive influence value, as indicated by the coefficient for the variable of teamwork. (X2) of 0.602. This implies that if respondents' perceptions of Teamwork improve, so will Employee Performance.

Communication has a negative value, as indicated by the Communication Coefficient (X3) of -0.217. This implies that employee performance will decline in tandem with a decline in the respondent's sense of communication.

Table 11. Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	5,311	1,942		2,734	,010
X1	,105	,110	,201	,953	,348
X2	,339	,121	,602	2,790	,009
X3	-,087	,085	-,217	-1,022	,315

Source: Primary data processed, 2025

The purpose of the analysis was to determine how each independent variable affected the dependent variable. Table 4.20 displays the findings of the individual significance tests (t-test). Below is a description of the test results:

The significance score of 0.348, which is greater than 0.05 or 5%, indicates that Employee performance (Y) is positively and negligibly impacted by the Work Discipline variable (X1). Thus, H1 is authorized.

With a significance value of 0.009, which is less than 0.05 or 5%, H2 is acceptable since the Teamwork variable (X2) significantly and favorably affects employee performance (Y). T compute is more by 2.790 than t table t 1.690.

Employee performance (Y) was negatively and insignificantly impacted by the communication variable (X3), with a larger than 0.05 or 5%, with a significance value of 0.315. Consequently, H3 was turned down.

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Table 12. Test Result F

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	24,889	3	8,296	6,410	,002b
Residual	41,416	32	1,294		
Total	66,306	35			

Source: Primary data processed, 2025

The F value was less than 2.866 with a 0.02 is a significance value below 0.05, according to the F test findings, which showed that the F value was computed at 6.410 and the F value of the table was 2.866. Therefore, it may be said that employee performance (Y) is impacted by work discipline (X1), teamwork (X2), and communication (X3) all at the same time.

Table 13. Determination Coefficient Results (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,613a	,375	,317	1,138

Source: Primary data processed, 2025

The adjusted R² value is 0.317, as shown within the Model Summary results table. This suggests that the following three independent variables may account for about 31.7% showing how the dependent variable fluctuates (Employee Performance (Y); Teamwork (X2), Communication (X3), and Work Discipline (X1).

DISCUSSION

How Work Discipline Factors Affect Employee Performance

The Work Discipline variable (X1) has 0.105 for the regression coefficient, 0.953 for the t-value, and 0.348 for the significance level (Sig.) (> 0.05). The results show that the work discipline variable (X1) has no effect on the dependent variable, employee performance (Y). The result is still positive, though: better work discipline can boost employee performance, albeit not significantly. Consequently, H1 was authorized.

Previous studies have confirmed Workplace discipline and employee performance are related. For example, research by shows that work discipline increases productivity and increases employees' sense of responsibility. In the same way, found that improving work skills at CV Kirana Utama Bogor increases work efficiency.

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At CV Golden Harvest, work discipline is crucial to raising staff performance. The idea that work discipline not only boosts productivity but also contributes to the development of a positive and healthy work environment is supported by prior research and pertinent theories. Over time, CV Golden Harvest can improve its competitiveness by fortifying its work-discipline culture.

The Effect of Teamwork on Employee Performance at CV. Golden Harvest

With a significance value of 0.009, which was less than 0.05 or 5%, and a t calculated 2.790 greater than t table t 1.690, the results demonstrated that cooperation (X2) had a favorable and significant effect on worker performance (Y). Employees can work well together to share knowledge, solve problems more efficiently, and work together to achieve common goals. found that effective teamwork improves organizational performance.

Prior research indicates that cooperation directly affects organizational performance, especially when it comes to improving efficiency and output quality. In addition, research by Lukitasari and Nugraha (2023) found that employee productivity increased significantly when teams worked together in MSMEs. Teamwork improves individual performance and increases group dynamics to achieve company targets.

These results show that CV Golden Harvest needs to increase efforts to create better teamwork. This can be achieved through teamwork training, such as workshops and group work simulations to improve communication between team members.

The Influence of Communication on Employee Performance in CV. Golden Harvest

The communication variable indicates that communication (X3) has a minimally detrimental impact on employee performance (Y), as indicated by a significance value of 0.315, above 0.05 or 5%. H3 was so dismissed. According to Robbins and Judge (2019), communication is a crucial part of organizational management since it fosters relationships, facilitates coordination, and transmits information. Communication breakdowns can result in misunderstandings, make it harder to collaborate, and have a detrimental effect on the organization's performance as a whole. However, the study's

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findings contradict the theory that effective communication directly improves performance. This can happen because communication in the company is not organized or because there are other more important factors, such as the work environment or company culture that can affect performance more significantly.

These findings align with Agustriani et al.'s research from (2022), which show that, depending on the context of the organization and the quality of interactions between individuals, communication does not always have a major impact on performance. Azizah et al. (2023) also found that mediating variables such as motivation and job satisfaction are often more directly felt by Communication's impact on worker performance. However, the findings of other studies are different. Effective organizational communication results in a harmonious and efficient work environment, which significantly improves employee performance. These different results suggest that organizational context, culture, and communication mechanisms are critical to influencing performance.

How Workplace Discipline, Collaboration, and Concurrent Communication Affect Employee Performance in CV. Golden Harvest

The performance of employees (Y) is significantly impacted by work discipline (X1), cooperation (X2), and communication (X3) at CV. Golden Harvest. F_{cal} F_{hitung}, which is 6.410, is greater than F_{table} F_{tabel} 0.3291. The fourth hypothesis (H4) was accepted, as evidenced by the significance level of 0.02 (less than 0.05). The results confirm the accuracy of previous theories and research.

These results are consistent with research by Agustriani et al. (2022), which shows that a mix of discipline, communication, incentive, and work environment affects employee performance. The study's findings suggest that CV. Golden Harvest must preserve and enhance its work ethic, collaboration, and communication. Training in communication skills, bolstering the cooperative culture, and implementing disciplinary measures are all ways to raise employee performance in general..

CONCLUSIONS

Considering the findings of studies on the impact of cooperation, communication, and work discipline on worker performance in CV. Golden Harvest, can be summarized

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as follows:

There are benefits to work discipline (X1). impact at CV Golden Harvest, but it has no appreciable impact on worker performance. The Work Discipline variable's regression coefficient of 0.105, t-value of 0.953, and degree of significance (Sig.) of 0.348 (> 0.05) all indicate that the influence is not significant. For this reason, even though H1 is not significant, it is accepted.

Teamwork significantly and favorably impacts worker performance (X2). When the regression coefficient is 0.339, the value is 2.790, and the significance level (Sig.) is 0.009 (< 0.05), this variable shows a positive impact. Therefore, H2 was authorized.

Communication (X3) does not affect worker performance. For the Communication variable, the regression coefficient was -0.087, the value was -1.022, and the importance level (Sig.) was 0.315 (more than 0.05), indicating a negative but insignificant impact. Therefore, H3 was rejected.

The components of communication (X3), teamwork (X2) and work ethic (X1) significantly impact employee success. Because the calculated F value of 6.410 is significant at 0.02 (< 0.05) and greater than the table F value of 0.3291, the F test indicates that these two factors significantly affect on employee performance simultaneously. Thus, H4 was authorized.

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