COWORKER SUPPORT AND COMMUNICATION IMPACTING EMPLOYEE WORK DISCIPLINE THAT AFFECTS EMPLOYEE PERFORMANCE

Mutiara Chalinda Prameswari [1], Ujang Syahrul M[2], Aprilia Dian E[3]

Abstract

This research problem is limited to the variables of coworker support, communication, work discipline, and employee performance. The observed object is only within PT. Mitra Usaha Sukses Sejahtera. This research uses a quantitative approach that is useful for examining the population and samples within a company. Nonprobability sampling technique is used for sample selection. The research measurement tool utilizes a questionnaire as an instrument, which is then distributed to 35 respondents. The data obtained consists of respondent answers to the questions that were presented, and the source of this research is directly from the employees of PT. Mitra Usaha Sukses Sejahtera. The results of this research indicate that there is a significant direct influence of coworker support and communication on employee performance and there is a significant indirect influence of coworker support and communication on performance through work discipline.

Abstrak

Masalah penelitian ini dibatasi pada variabel dukungan rekan kerja, komunikasi, disiplin kerja dan kinerja karyawan. Objek yang diamati hanya di PT. Mitra Usaha Sukses Sejahtera. Penelitian ini menggunakan pendekatan kuantitatif yang berguna untuk meneliti pada populasi dan sampel yang ada di suatu perusahaan. Menggunakan teknik pengambilan sampel yaitu Nonprobability sampling. Alat pengukuran penelitian ini dengan menggunkan Kuisioner sebagai instrumen yang kemudian disebar pada 35 responden. Data yang telah diperoleh berupa jawaban responden yang berupa pertanyaan yang telah diajukan selanjutnya sumber penelitian ini diperoleh langsung dari pihak karyawan PT. Mitra Usaha Sukses Sejahtera. Hasil penelitian ini menujukan bahwa ada pengaruh signifikan langsung Dukungan Rekan Kerja dan Komunikasi terhadap Kinerja Karyawan dan ada pengaruh signifikan tidak langsung Dukungan Rekan Kerja dan Komunikasi terhadap Kinerja Melalui Disiplin Kerja

apriliadianeva@uniska-kediri.ac.id, *Management, University Of Islamic Kadiri, East Java, Indonesia*[2,3]

INTRODUCTION

Human resources are an essential organizational element that focuses on managing human resources. In a company, human resources (HR) are the most critical foundational asset. Without human resources, a company is unlikely to grow. Because human resources are one of the key factors in a company's development, companies should provide a positive direction to achieve their goals. Good human relations will be established and maintained when there is a willingness to merge individual desires for the common interest based on understanding, mutual respect, honoring, tolerance, appreciating sacrifices, and respecting integration, leading to relationships among individuals (Hasibuan, 2021).

This condition will lead coworkers to support each other in completing their tasks and responsibilities, especially when employees work in teams or jobs that require interaction and collaboration with colleagues. Humans are social creatures who are required to have the ability to communicate and socialize with their fellow employees, which means that coworkers help each other in their tasks and responsibilities by sharing information and expertise, as well as encouragement and support from colleagues.

Communication among employees can foster close relationships among colleagues, making their work easier if communication among employees is good. Communication is essential for employees to understand their responsibilities. Responsibility means that employees know their positions. Essentially, good communication aims to build cohesion within a company to achieve the company's success goals. Nurmasari & Zulkifli (2015) state that communication is defined as the process of transferring ideas or information from one person to another. Communication has a broader meaning than just words conveyed by someone; it also includes facial expressions, intonation, and so on. Communication has a significant impact on employee work discipline because employees react clearly to information related to their work, whether it is successful. Poor communication between superiors and subordinates or among colleagues can disrupt employees' work, and communication plays a role in improving employee performance that supports the company's operational processes.

Communication will run smoothly when there are no obstacles to the flow of information within the company. If communication is not good, it can lead to errors in delivering information, resulting in the expected goals not being achieved. Various methods can be used by companies to improve their employees' performance, such as communication and work discipline, which play a crucial role in increasing effectiveness in planned activities (Sumaki et al., 2015). Employee work discipline will play a significant role in reflecting the level of responsibility for the work and the responsibilities given to the employees. Work discipline also indicates the integrity of an employee to maintain a good work ethic within the company. Hasibuan (2021) states that good discipline reflects a person's level of responsibility for the tasks assigned to them, which encourages work enthusiasm, motivation, and the achievement of the company's goals, employees, and society.

Companies should enforce discipline among their employees, and discipline can be enforced with the support of coworkers and good communication among employees, which can facilitate the relationship between superiors and their employees. This can help achieve the company's goals and create good employee performance. Every company will strive to improve its employees' performance to achieve its goals. Mangkunegara (2017) explains that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their responsibilities as assigned to them. PT. Mitra Usaha Sukses Sejahtera is a company engaged in distribution with Frisian Flag products. As one of the companies in the competitive field of distribution and customer service, competition is high among similar companies in the same field.

The problems observed during the initial observation at this company relate to coworker support, specifically the lack of employee support in assisting their colleagues when facing difficulties in communicating with customers. Employees at this company work in teams. When approaching the end-of-month sales targets, some employees have not reached their sales targets and request assistance from supervisors. However,

supervisors cannot cover all the sales shortfalls, leading to poor relationships among employees and feelings of jealousy.

Communication issues among employees at PT. Mitra Usaha Sukses Sejahtera include communication problems between sales orders and the shipping department. Sales employees often forget to record and communicate returns to the shipping department, leading to the shipping department not being aware of customer returns. Some employees also do not attend morning briefings, which hinders direct communication between supervisors and employees regarding promotional programs.

Employee discipline issues include frequent tardiness, failure to wear appropriate uniforms as specified by the company's SOPs, delays in returning to the office during order submissions (daily closings), and employees' inability to optimize their working hours, resulting in delayed completion of work, suboptimal work quality, and increased errors in their work. Another issue is related to employees' utilization of break times, where employees do not use their break times properly and do not comply with the company's established rules.

In running this business, PT. Mitra Usaha Sukses Sejahtera faces challenges related to coworker support and communication among employees, which have an impact on the company and the employees themselves. One of the consequences is the strained relationships among employees, making job-related communication difficult, resulting in suboptimal work. Employees involved in conflicts typically become selfish and unable to collaborate with other employees. These consequences can be detrimental to a company, as they lead to a decrease in the overall performance of the company.
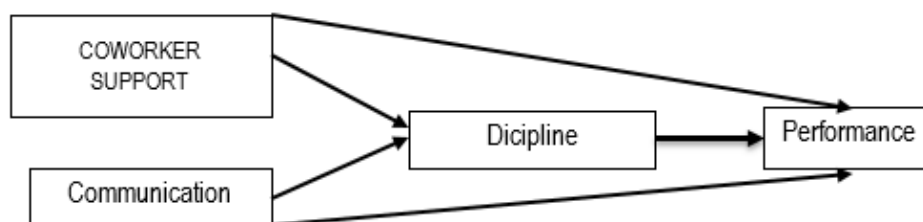

Figure 1.
Frame Work On Research

RESEARCH METHODS

Metode penelitian yang digunakan oleh peneliti merupakan metode penelitian kuantitatif dengan metode survey. Menurut Sugiono (2018) data kuantitatif merupakan metode penelitian berdasarkan *positivistic* (data konkrit), data penelitian berupa angka-angka yang akan diukur menggunakan statistik sebagai alat uji penghitungan, berkaitan dengan masalah yang diteliti untuk menghasilkan kesimpulan. PT. Mitra Usaha Sukses Sejahtera memiliki dua kriteria karyawan yaitu Karyawan tetap dan karyawan kontrak yang berjumlah 55 orang, karena banyaknya karyawan yang belum memenuhi syarat perusahaan yang mana karyawan akan diangkat menjadi karywan tetap apabila karyawan tersebut sudah memiliki masa kerja lebih dari 2 tahun, maka peneliti mengambil sampel pada karyawan yang memiliki masa kerja lebih dari 2 tahun yaitu sebanyak 35 orang. Metode pengumpulan data menggunakan observasi, wawancara, studi literature dan kuisioner. Teknik analisis data dalam penelitian ini menggunakan pendekatan statistik analisis jalur dengan pengujian hipotesis.

RESULT AND DISCUSSION

Based on the research study conducted using path analysis, the following calculation and analysis model are obtained:

Table 1
Path Analysis Model 1 Test

Model 1		Standar Coeffisien Beta	T	Sig.	Decision
1	X1	0,177	2,341	0.026	Significant
2	X2	0,822	10,893	0,000	Significant
Dependen		: Z			
N		: 35			
R square		:0,894			
F_{hitung}		:134,763			
Sig.F_{hitung}		:0,000			
T_{hitung} X1		:2,341			
T_{hitung} X2		:10,893			
T_{tabel}		:2,034515			

Source : Data by Process, 2023

Support from Colleagues (X1) and Communication (X2) significantly influence Discipline (Z). This is evidenced by the significance value of the Support from Colleagues variable (X1), which is 0.026, which is smaller than 0.05, and the Communication variable (X2) with a significance value of 0.000, also smaller than 0.05. This result demonstrates that Regression Model 1, consisting of the variables Support from Colleagues (X1) and Communication (X2), significantly affects the variable Work Discipline (Z). The coefficient of determination (R2) in this test is used to determine the extent of the influence of Support from Colleagues (X1) and Communication (X2) on Performance (Y). The R2 value can be seen from the R Square value in Table 4.16, which is 0.894 or 89.4%. This indicates that the dependent variable contributes 89.4% to this research, which is Work Discipline (Z), while the remaining 10.6% is influenced by other unexamined variables. The significance value from the calculation of the regression equation for the Support from Colleagues variable (X1) is 0.26, which is smaller than 0.05, and the t-value is 2.341, which is greater than the critical t-value of 2.034515. This means that H0 is rejected, and Ha is accepted. Therefore, it can be concluded that Support from Colleagues (X1) does not have a significant influence on Work Discipline (Z). The significance value from the calculation of the regression equation for the Communication variable (X2) is 0.041, which is less than 0.05, with a t-value of 10.893, which is greater than the critical t-value of 2.034515. This means that H0 is rejected, and Ha is accepted. Therefore, it can be concluded that Communication (X2) significantly influences Work Discipline (Z). Based on the table above, the analysis of the F-test value from the regression equation calculation is 134.763, and the critical F-value is 3.285, with a significance value of 0.000. Therefore, it can be concluded that the F-test value > F critical (134.763 > 3.285) and the significance value < 0.05 (0.000 < 0.05), which means that Ha is accepted, and H0 is rejected. Thus, the variables Support from Colleagues (X1) and Communication (X2) have a simultaneous effect on Employee Performance (Y).

Table 2
Path Analysis Model 1 Test

Model 2		Standartdized Coefficients Beta	T	Sig.	Decision
1	X1	-0,011	-0,203	0,840	Not Significant
2	X2	0,132	1,202	0,239	Not Significant
3	Z	0,859	7,232	0,000	Significant
Dependen		: Y			
N		: 35			
R Square		: 0,954			
T_{hitung} X1		: -0,203			
T_{hitung} X2		: 1.202			
T_{hitung} Y		: 7,232			
T_{tabel}		: 2,034515			
F_{tabel}		: 3,285			
F_{hitung}		: 212,041			

Source : Data by Process, 2023

COWORKER SUPPORT AND COMMUNICATION IMPACTING EMPLOYEE WORK DISCIPLINE THAT AFFECTS EMPLOYEE PERFORMANCE .....

Mutiara_Copyright@2023.

Based on the table, it can be concluded that the variables Support from Colleagues (X1), Communication (X2), and Work Discipline (Z) do not have a significant influence on Performance (Y). This is evidenced by the significance value of the Support from Colleagues variable (X1), which is 0.840, larger than 0.05, and the Communication variable (X2) with a significance value of 0.239, also larger than 0.05. Additionally, the Performance variable (Y) has a significance value of 0.000, which is smaller than 0.05. These results demonstrate that Regression Model 2, comprising the variables Support from Colleagues (X1), Communication (X2), and Work Discipline (Z), does not significantly affect the Performance variable (Y). The coefficient of determination (R2) in this test is used to determine the extent of the influence of Support from Colleagues (X1), Communication (X2), and Performance (Y) on Work Discipline (Z). The R2 value can be seen from the R Square value in Table 4.17, which is 0.954 or 95.4%. This indicates that the dependent variable contributes 95.4% to this research, while the remaining 4.6% is influenced by other unexamined variables. The significance value from the calculation of the regression equation for the Support from Colleagues variable (X1) is 0.840, which is larger than 0.05, and the t-value is -0.203, which is smaller than the critical t-value of 2.034515. This means that Ha is rejected and Ho is accepted. Therefore, it can be concluded that there is no significant influence on Performance (Y). The significance value from the calculation of the regression equation for the Communication variable (X2) is 0.239, which is larger than 0.05, with a t-value of 1.202, which is smaller than the critical t-value of 2.034515. This means that Ha is rejected, and Ho is accepted. Therefore, it can be concluded that Communication (X2) does not significantly affect Performance (Y). The significance value from the calculation of the regression equation for the Performance variable (Y) is 0.000, which is smaller than 0.05, with a t-value of 7.232, which is greater than the critical t-value of 2.034515. This means that Ha is accepted, and Ho is rejected. Therefore, it can be concluded that Work Discipline (Z) significantly affects Performance (Y). Based on the table above, the analysis of the F-test value from the regression equation calculation is 212.041, and the critical F-value is 3.285, with a significance value of 0.000. Therefore, it can be concluded that the F-test value > F critical (212.041 > 3.285) and the significance value < 0.05 (0.000 < 0.05), which means that Ha is accepted, and Ho is rejected, indicating that Communication directly influences the Performance variable.

Based on the results of statistical testing, it is evident that the direct influence of the Support from Colleagues variable (X1) and Communication (X2) on Performance has a significant effect. This can be observed from the Significance values and Beta coefficient values for each variable: Support from Colleagues (0.26 < 0.05), (0.177), and Communication (0.000 < 0.005), (0.822). The direct influence of the Support from Colleagues variable (X1), Communication (X2), and Work Discipline (Z) indicates that there is no significant effect on Work Discipline. This is supported by the Significance values and Beta coefficient values for each variable: Support from Colleagues (X1) (0.840 > 0.005), (-0.011), Communication (X2) (0.132 > 0.005), (0.239), and Performance (Y) (0.000 < 0.005), (0.0822).

The indirect influence of the Support from Colleagues (X1) and Communication (X2) variables on Performance (Y) through Work Discipline is determined by multiplying Beta X1 with Z (0.177 x 0.858 = 0.152) and (0.132 x 0.859 = 0.113). Therefore, the total influence provided by the Support from Colleagues (X1) variable on Performance through Work Discipline is 0.152, and for the Communication variable, it is 0.245.

Based on the calculations above, it can be determined that the direct influence of the Support from Colleagues variable is -0.011, and the indirect influence is 0.152, while the direct influence of the Communication variable is 0.132, and the indirect influence is 0.245. Thus, it can be concluded that indirectly, the Support from Colleagues and Communication variables have a significant influence on Performance through Work Discipline.

Discussion
The Direct Influence of Coworker Support (X1) and Communication (X2) on Performance (Y)
Based on the results of the path analysis, it is evident that the Support from Colleagues (X1) and Communication (X2) variables have a significant influence on Work Discipline (Z). This is supported by the significance values of 0.026 < 0.05 and 0.000 < 0.05, indicating that Support from Colleagues and Communication directly and significantly affect Employee Performance. This is because better relationships among colleagues and effective communication lead to improved employee performance, whereas poor colleague relationships and communication can lead to decreased performance.

Colleague support from fellow employees provides positive energy to the team, making it easier and more efficient to carry out tasks, ultimately resulting in improved performance among employees. This research is

COWORKER SUPPORT AND COMMUNICATION IMPACTING EMPLOYEE WORK DISCIPLINE
THAT AFFECTS EMPLOYEE PERFORMANCE .....

Mutiara_Copyright@2023.

supported by a study conducted by Evit Harmawati (2022) titled "The Influence of Colleague Support and Work Discipline on the Performance of Education Department Employees in Ponorogo Regency," which found that the Colleague Support variable had a significant positive impact on performance.

The Indirect Influence of Coworker Support (X1) and Communication (X2) on Performance (Y) through Work Discipline (Z)

Based on the calculations, the direct influence of Support from Colleagues (X1) is -0.011, and the direct influence of Communication (X2) is 0.132. Meanwhile, the indirect influence of Support from Colleagues (X1) is (0.402), and the indirect influence of Communication (X2) is (0.245). From these calculations, it can be concluded that the total indirect influence is greater than the direct influence, indicating that Support from Colleagues (X1) and Communication (X2) indirectly affect Performance (Y) through Work Discipline (Z).

These results indicate a strong relationship between colleague support and communication in PT. Mitra Usaha Sukses Sejahtera, which is attributed to the role of leadership and the awareness of employees to maintain discipline. This, in turn, fosters good relationships among employees and enhances their performance.

This research also aligns with a study conducted by Retno Japanis Permata Sari (2019) titled "The Influence of Communication and Work Discipline on Performance at PT. Hokben Alam Sutera Tangerang," which found that both communication and work discipline significantly influence performance.

CONCLUSSION

There is No Direct Influence of Colleague Support (X1) on Performance (Y) at PT. Mitra Usaha Sukses Sejahtera. This is evident from the regression calculation's t-value for X1, which is -0.023, and the t-table value of 2.034515, with a significance value of 0.840. Thus, it can be concluded that t-value < t-table (-0.023 < 2.034515), and the significance value (0.840 > 0.005), indicating that Ha is rejected, and H0 is accepted, meaning that the Colleague Support variable (X1) does not significantly affect Performance (Y). There is a Direct Influence of Communication (X2) on Performance (Y) at PT. Mitra Usaha Sukses Sejahtera. This is evident from the regression calculation's t-value for X2, which is 1.202, and the t-table value of 2.034515, with a significance value of 0.239. Therefore, it can be concluded that t-value < t-table (1.202 < 2.034515), and the significance value (0.239 > 0.005), indicating that Ha is rejected, and H0 is accepted, meaning that the Communication variable (X2) significantly affects Performance (Y). There is a Direct Influence of Colleague Support (X1) on Work Discipline (Z) at PT. Mitra Usaha Sukses Sejahtera. This is evident from the regression calculation's t-value for X1, which is 2.341, and the t-table value of 2.034515, with a significance value of 0.026. Therefore, it can be concluded that t-value > t-table (2.341 > 2.034515), and the significance value (0.026 < 0.005), indicating that Ha is accepted, meaning that the Colleague Support variable (X1) significantly affects Work Discipline (Z). There is a Direct Influence of Communication (X2) on Work Discipline (Z) at PT. Mitra Usaha Sukses Sejahtera. This is evident from the regression calculation's t-value for X2, which is 10.893, and the t-table value of 2.034515, with a significance value of 0.000. Therefore, it can be concluded that t-value > t-table (10.893 > 2.034515), and the significance value (0.000 < 0.005), indicating that Ha is accepted, meaning that the Communication variable (X2) significantly affects Work Discipline (Z). There is a Direct Influence of Performance (Y) on Work Discipline (Z) at PT. Mitra Usaha Sukses Sejahtera. This is evident from the regression calculation's t-value for Performance (Y), which is 7.232, and the t-table value of 2.034515, with a significance value of 0.000. Therefore, it can be concluded that t-value > t-table (7.232 > 2.034515), and the significance value (0.000 < 0.005), indicating that Ha is accepted, meaning that Performance (Y) significantly affects Work Discipline (Z). There is an Indirect Influence of Colleague Support (X1) on Performance (Y) through Work Discipline (Z) at PT. Mitra Usaha Sukses Sejahtera. The calculated indirect influence is 0.6990, while the direct influence is 0.769, indicating that the total indirect influence is greater than the direct influence. This result suggests that Colleague Support (X1) indirectly affects Performance (Y) through Work Discipline (Z) in a significant way. There is an Indirect Influence of Communication (X2) on Performance (Y) through Work Discipline (Z) at PT. Mitra Usaha Sukses Sejahtera. The calculated indirect influence is 0.7102, while the direct influence is 0.012, indicating that the total indirect influence is greater

than the direct influence. This result suggests that Communication (X2) indirectly affects Performance (Y) through Work Discipline (Z) in a significant way.

UNKNOWLEDGEMENT

LITERATURE

Arifin, A. R. R. (2019). Pengaruh Komunikasi, Disiplin Kerja, dan Pengawasan Kerja Terhadap Kinerja Karyawan PT Prima Usaha Era Mandiri di Surabaya. *Skripsi. Univaersitas Bhayangkara Surabaya*.

Didi, W., Adha, S., & Asriyah, I. (2019). Pengaruh Komunikasi Terhadap Kinerja Pegawai Pada Badan Penanggulangan Bencana Daerah (Bpbd) Provinsi Banten. *Jurnal Ekonomi Vokasi*, *2*(2), 18–30. https://e-jurnal.lppmunsera.org/index.php/JEV/article/view/1487/1040

Ganyang, M. T. (2018). *Manajemen Sumber Daya Manusia (Konsep dan Realita)*. Bogor : In Media.

Ghozali, H. I. (2018). Aplikasi Analisis Multivariate dengan Program IBM SPSS 25. In *Statistik Deskriptif Dan Regresi Linier Berganda Dengan SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.

Gresida, N. W. P., & Utama, I. W. M. (2019). Pengaruh Komunikasi, Motivasi, Dan Lingkungan Kerja Fisik Terhadap Disiplin Kerja Karyawan. *E-Jurnal Manajemen Universitas Udayana*, *8*(10), 5928. https://doi.org/10.24843/ejmunud.2019.v08.i10.p03

Handoko, T. H. (2013). *Manajemen Edisi Kedua*. Yogyakarta : BPFE.

Harmawati, E., Farida, U., & Santoso, A. (2022). Pengaruh Dukungan Rekan Kerja, Motivasi Kerja dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Pendidikan Kabupaten Ponorogo. *ISOQUANT : Jurnal Ekonomi, Manajemen Dan Akuntansi*, *6*(1), 104–114. https://doi.org/10.24269/iso.v6i1.1134

Hasibuan, M. (2021). *Manajemen Sumber Daya Manusia* (A. Susanto (ed.); 20th ed.). PT Bumi Aksara.

Huseno, T. (2016). *Kinerja Pegawai : Tinjauan dari Dimensi Kepeminrpinan, Misi Organisasi dan Kepuasan Kerja* (Cetakan Pertama). Malang : Media Nusa Creative Publishing.

Kresna. (2017). Tujuan Disiplin Kerja. *Konsultasi Skripsi*. http://konsultasiskripsi.com/2017/01/04/tujuan-disiplin-kerja/

Kuntjojo, D., Pd, M., & Pengantar, K. (2009). Penelitian. *Metodologi Penelitian*, 51.

Kurniawan. (2022). *Pengaruh Dukungan Rekan Kerja Terhadap Kepuasan Kerja Pegawai Pada Kantor Bawaslu Provinsi Sulawesi Selatan*.

Lusianingrum, F. P. W., Affifatusholihah, L., & Fadhilah, F. (2020). Pengaruh Keterikatan Kerja dan Dukungan Rekan Kerja terhadap Kinerja Tugas. *Inovbiz: Jurnal Inovasi Bisnis*, *8*(1), 29. https://doi.org/10.35314/inovbiz.v8i1.1261

Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung : PT Remaja Rosdakarya.

Mas, S. R., & Haris, I. (2020). *Komunikasi dalam Organisasi Teori dan Aplikasi: Vols. i–viii* (Pertama). Gorontalo : UNG Press Gorontalo.

Mz, I., & Marhani, I. (2020). Dukungan Teman Sebaya Dan Pengaruhnya Terhadap Kedisiplinan Siswa. *Psycho Idea*, *18*(2), 197. https://doi.org/10.30595/psychoidea.v18i2.7103

Nurhadi, Z. F., & Kurniawan, A. W. (2017). Jurnal Komunikasi Hasil Pemikiran dan Penelitian. *Jurnal Komunikasi Hasil Pemikiran Dan Penelitian*, *3*(1), 90–95.

Nurmasari, & Zulkifli. (2015). *Pengantar Manajemen*. Pekanbaru : Marpoyan Tujuh Publishing.

Permatasari, R. J. (2019). Pengaruh Komunikasi dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Hokben Alam Sutera Tangerang. *Jurnal Ilmiah, Manajemen Sumber Daya Manusia*, *2*(3), 410–418.

Rohman, D. T. (2018). Pengaruh Komunikasi Terhadap Kinerja Karyawan PT Telkom Akses Pondok Aren. *Jurnal : Ekonomi*. http://repository.unpam.ac.id/id/eprint/5799

Rosalina, M., & Wati, L. N. (2020). Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Dan Dampaknya Terhadap Kinerja Karyawan. *Jurnal Ekobis : Ekonomi Bisnis & Manajemen*, *10*(1), 18–32. https://doi.org/10.37932/j.e.v10i1.26

Safarino, E. P., & Smith, T. W. (2010). *Health Psychology Biopsychosocial Interactions* (Third Edit). New York : John Wiley & Sons, Inc.

Sugiyatmi, Minarsih, M. M., & Gagah, E. (2019). Pengaruh Motivasi, Gaya Kepemimpin Dan Lingkungan Kerja Terhadap Disiplin Kerja Serta Dampaknya Terhadap Kinerja Karyawan Di PT Bina San Prima. *Journal Of Management*, *2*(2), 1–18. http://jurnal.unpand.ac.id/index.php/MS/article/view/534/520

Sugiyono. (2016). *Metode Penelitian Kuantitatif,Kualitatif,Dan R&D*. Alfabeta.

Sumaki, W. J., Taroreh, R. N., & Soepeno, D. (2015). Pengaruh Disiplin Kerja, Budaya Organisasi, dan Komunikasi Terhadap Kinerja Karyawan PT. PLN (Persero) Wilayah Suluttenggo Area Manado. *Jurnal Berkala Ilmiah Efisiensi*, *15*(05), 538–549.

Sunyoto, D. (2012). *Analisis Validitas & Asumsi Klasik*. Yogyakarta : Gava Media.

Sutardji. (2016). *Perencanaan dan Pengembangan Sumber Daya Manusia* (Edisi Pert). Yogkarta : Dee Publish.

Sutrisno. (2014). *Manajemen Sumber Daya Manusia* (Cetakan Ke). Jakarta: Prenada Media Group.

Vallennia, K., Atikah, A., & Azijah, F. N. (2020). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus PT.SINAR SOSRO Rancaekek). *Jurnal Equilibrium Management(JEM)*, *6*(2), 1–11.

Winata, H. (2019). Pengaruh Komunikasi dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Bank Sumut Cabang Koordinator Medan. *Skripsi*, *8*(5), 55.

COWORKER SUPPORT AND COMMUNICATION IMPACTING EMPLOYEE WORK DISCIPLINE THAT AFFECTS EMPLOYEE PERFORMANCE .....

Mutiara_Copyright@2023.