

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# A Study on the Influence of Communication, Environment, Work, and Discipline Work on Employee Performance

Evelyn Carlinda<sup>1</sup>, Agus Budi Santosa<sup>2</sup>

<sup>1,2</sup>Department of Management, Faculty of Economics and Business, Universitas Stikubank, Semarang, Indonesia.  
Email: [evelyncarlinda3046@mhs.unisbank.ac.id](mailto:evelyncarlinda3046@mhs.unisbank.ac.id)<sup>1</sup>, [agusbudi@edu.unisbank.ac.id](mailto:agusbudi@edu.unisbank.ac.id)<sup>2</sup>

## ARTICLE HISTORY

Received: July 24, 2025

Revised: February 14, 2026

Accepted: February 16, 2026

## DOI

<https://doi.org/10.52970/grhrm.v6i1.1604>

## ABSTRACT

This study aims to examine the influence of communication, work environment, and work discipline on team member performance at PT Zhi Sheng Indonesia in Semarang. The total population consisted of 100 employees, all of whom were included as respondents through saturated sampling. A survey method was employed, and multiple linear regression analysis was used to test the proposed hypotheses. Data were collected via questionnaires distributed to all employees. The results indicate that communication has a positive and significant effect on team member performance ( $\beta = 0.525$ ;  $p = 0.000$ ), followed by work discipline ( $\beta = 0.289$ ;  $p = 0.000$ ) and work environment ( $\beta = 0.166$ ;  $p = 0.027$ ). Simultaneously, these three variables significantly influence team member performance ( $F = 51.699$ ;  $p = 0.000$ ). The coefficient of determination ( $R^2 = 0.606$ ) shows that 60.6% of the variance in employee performance is explained by communication, work environment, and work discipline. In comparison, the remaining 39.4% is influenced by other factors not examined in this study. These findings suggest that improving organizational communication, creating a supportive work environment, and strengthening work discipline can substantially enhance employee performance.

**Keywords:** Communication, Work Environment, Work Discipline, Employee Performance

**JEL Code:** M12, M54, D23, J24, C31

## I. Introduction

In the modern era, which is marked by growing business competition, organizational success is no longer determined solely by capital strength or technological advancement. Instead, it is increasingly influenced by human resource capabilities, particularly employees' ability to contribute effectively to organizational goals. Human resources represent a strategic asset that drives productivity, innovation, and long-term sustainability. Among various aspects of human resource management, employee performance plays a central role in supporting organizational objectives, both in the short and long term. Employees serve as the backbone of organizational operations, determining not only daily productivity but also the direction of growth and competitiveness. To achieve company objectives, it is essential to have employees who not only possess the necessary qualifications but also can perform their tasks optimally and responsibly. Therefore, organizations are required to develop comprehensive strategies to continuously enhance employee

performance. Performance functions as a primary indicator of productivity and work effectiveness, making it a key focus in human resource management practices. Organizations with high-performing employees are more likely to achieve operational efficiency, service quality, and customer satisfaction. Lewa & Subowo (2016) defined employee performance as the results achieved by individuals in carrying out the duties and responsibilities assigned to them. This perspective aligns with Senduk et al. (2020), who emphasized that high employee performance leads to quality work outcomes and contributes significantly to organizational goal attainment. Conversely, declining employee performance may negatively impact productivity, efficiency, and overall organizational development. Thus, understanding the determinants of employee performance becomes essential for organizational sustainability.

In efforts to improve performance, several factors are widely acknowledged to have a significant influence, namely communication, work environment, and work discipline. These three variables do not merely shape how employees perform their duties but also affect motivation, comfort, job satisfaction, and sense of responsibility. Effective integration of these elements enables organizations to foster a productive, supportive work environment. Communication is a fundamental organizational activity and an essential component of human interaction. Anshori (2018) explained that communication is not merely the transmission of messages but also a means of influencing others and aligning perceptions. In the workplace, effective communication facilitates coordination, strengthens teamwork, reduces misunderstandings, and accelerates decision-making. Through clear instructions, constructive feedback, and two-way interaction, employees gain better clarity regarding their roles and responsibilities. Poor communication, on the other hand, can obstruct information flow, generate internal conflict, and ultimately reduce overall work quality and organizational harmony. Besides communication, the work environment plays a crucial role in shaping employee performance. Sedarmayanti (2017) stated that the work environment encompasses both physical aspects, such as workspace layout, lighting, ventilation, and facilities, and non-physical aspects, including interpersonal relationships and organizational culture. A clean, comfortable, and safe work environment can enhance employee motivation, concentration, and loyalty. Conversely, an unsupportive environment may lead to stress, reduced morale, and decreased work effectiveness. A positive work environment not only supports employee well-being but also strengthens organizational commitment and productivity.

Another important determinant of employee performance is work discipline. Santoso (2022) defined work discipline as an individual's awareness and willingness to comply with organizational regulations and norms while carrying out tasks in accordance with established rules. Discipline reflects the extent to which employees adhere to company procedures and professional standards. Hasibuan (2021) emphasized that disciplined employees tend to complete tasks on time, follow operational guidelines, and maintain professional ethics. Consistent implementation of work discipline contributes to an orderly and efficient workplace, enhances organizational credibility, and strengthens corporate reputation among customers and business partners. This study focuses on PT. Zhisheng Indonesia Semarang Branch, a company operating in the technology manufacturing sector with a strong emphasis on innovative product development and the integration of smart devices and digital services, particularly within the vivo smartphone product line. The company plays a significant role in regional economic development, primarily through employment creation and export contributions. With a relatively large workforce, the company faces complex challenges in managing human resources, particularly in maintaining consistent employee performance and achieving organizational targets. Several internal issues have begun to emerge, including limited inter-division coordination, declining workplace comfort, and inconsistent compliance with work regulations. These challenges highlight the importance of strengthening internal management systems.

Internal data indicate that throughout 2024, PT. Zhisheng Indonesia Semarang Branch did not achieve its monthly sales targets, recording an average attainment of only 84.8%. A substantial decline occurred in April (70%), allegedly due to stock shortages and an insufficient workforce. In contrast, higher performance was observed in June and December, driven by aggressive promotions and special incentives. These fluctuations suggest potential internal issues related to communication effectiveness, suboptimal work environment conditions, and inconsistent work discipline. The total annual sales gap reached 2,800 units,

which adversely affected company revenue, customer satisfaction, and perceptions from central management. This phenomenon underscores the importance of conducting academic research on the influence of communication, work environment, and work discipline on employee performance at PT. Zhisheng Indonesia. Understanding these relationships is essential for identifying strategic managerial interventions. Therefore, this study is expected to contribute theoretically to the human resource management literature and, practically, by providing evidence-based recommendations to enhance employee performance and support the sustainable achievement of organizational goals.

## II. Literature Review and Hypothesis Development

Several previous studies have demonstrated the important role of communication and work discipline in shaping employee performance. Nur Hidayah (2023), in her study titled "The Influence of Communication and Work Discipline on Employee Performance at PT Bintang Lima Imada in Batam City," found that both communication and work discipline positively affect employee performance. These findings indicate that clear information exchange and consistent discipline practices are essential in improving employees' ability to meet organizational expectations. Similarly, Rahmat (2021) found in his study "The Influence of Internal Communication, Work Discipline, and Teamwork on Employee Performance" that internal communication, work discipline, and teamwork significantly and positively influence employee performance. This study highlights that performance improvement is not driven solely by individual discipline but is also supported by effective internal communication and collaborative work dynamics. The inclusion of teamwork further emphasizes the importance of interpersonal relationships in achieving organizational goals. In addition, Albantani & Saputra (2020), in their study titled "The Influence of Communication and Work Discipline on the Performance of Batam City Health Service Employees," confirmed that communication and work discipline significantly affect employee performance. Their findings reinforce the argument that organizational communication systems and disciplinary mechanisms play a critical role in enhancing productivity across different institutional contexts. Taken together, these studies consistently demonstrate that communication and work discipline are key determinants of employee performance across various organizational settings. However, most prior research has focused on service institutions and general organizational environments, with limited attention given to manufacturing or technology-based companies. Moreover, few studies have simultaneously examined communication, work environment, and work discipline as integrated predictors of performance. Therefore, this study seeks to extend previous findings by examining the combined influence of communication, work environment, and work discipline on employee performance within a technology manufacturing context, specifically PT. Zhisheng Indonesia, this research aims to fill an existing gap and provide empirical evidence to support more comprehensive human resource management strategies.

### 2.1. Employee performance

Employee performance can be understood as the level of achievement attained, observable work outcomes, and an individual's ability to carry out assigned duties. Setyawan (2024) defines performance as everything employees do or fail to do that ultimately affects their contribution to the organization. This definition highlights that performance is not limited to task completion but also includes behavioral aspects that shape organizational effectiveness. This perspective is consistent with Mangkunegara (2017), who conceptualizes performance as work results achieved by employees in terms of both quality and quantity, in accordance with their assigned responsibilities. Together, these definitions indicate that employee performance represents a measurable outcome reflecting competence, accountability, and work behavior. In line with this, Sedarmayanti (2017) emphasizes that performance is a multidimensional construct that should be evaluated through several indicators capturing both output and process aspects of work. Synthesizing these viewpoints, employee performance can be viewed as an integrated reflection of individual abilities,

work methods, and understanding of tasks, which collectively influence work results. Because each employee possesses different levels of competence and approaches to work, performance is inherently individual. Consequently, management holds strategic responsibility for continuously monitoring, managing, and developing employee performance sustainably, as this directly affects organizational productivity and goal achievement. From a theoretical standpoint, employee performance does not emerge in isolation but is shaped by organizational conditions that support or constrain employees in carrying out their duties. Clear communication enables employees to understand expectations and receive feedback, a supportive work environment provides physical and psychological comfort, and work discipline ensures compliance with organizational standards. These factors form a coherent framework explaining how organizational systems influence individual effectiveness. Within this framework, communication facilitates coordination and role clarity, the work environment enhances motivation and concentration, and discipline promotes consistency and responsibility. Therefore, these variables are theoretically positioned as key antecedents of employee performance and provide a strong foundation for the hypotheses proposed in this study. Based on Sedarmayanti (2017), the indicators of employee performance applied in this research include:

- a. Quality of work and conformity of results with established standards.
- b. Time effectiveness and achievement of work targets.
- c. Creativity in supporting goal attainment and efficient use of time.
- d. Ability to complete tasks as expected in a practical and orderly manner.
- e. Effective communication with supervisors and co-workers.

These indicators collectively offer a comprehensive measurement of employee contributions, encompassing both task outcomes and interpersonal dimensions. By adopting this framework, the present study seeks to empirically examine how communication, work environment, and work discipline influence employee performance, thereby strengthening the theoretical linkage between organizational factors and individual work outcomes.

## 2.2. Communication

Communication is a fundamental organizational process that enables the transfer of information and the alignment of understanding among members. Gatewood and Taylor, in Amirullah (2018), explain that communication is the process of delivering or transferring information to other parties, which can be conveyed orally or in writing, such as through reports, memos, and telephone calls, to support effective information exchange within organizations. This definition emphasizes the functional role of communication as a medium for coordinating tasks and ensuring shared understanding. In line with this view, Mangkunegara (2017) states that communication is a process by which individuals convey information to others. This perspective highlights communication as a mechanism for knowledge sharing, which is essential for effective collaboration and decision-making. Furthermore, Michael (2017) defines communication as a process that connects one individual with another through verbal and non-verbal interactions, underscoring its interpersonal dimension in shaping relationships and work dynamics. Synthesizing these perspectives, communication can be understood as an integrated process of information exchange and interpersonal interaction that supports coordination, role clarity, and mutual understanding in the workplace. Effective communication enables employees to comprehend organizational expectations, receive feedback, and collaborate efficiently, thereby facilitating task completion and performance improvement. Conversely, ineffective communication may lead to misunderstandings, reduced motivation, and decreased work effectiveness. From a theoretical standpoint, communication serves as a key organizational mechanism linking managerial direction with employee action, making it a critical antecedent of employee performance (Misnah, 2021). To operationalize this concept, Tourish (2021) proposes several indicators of organizational communication, namely: (1) Clarity of messages; (2) Responsiveness and feedback; (3) Employee satisfaction

with existing communication. These indicators capture both the content and process dimensions of communication, reflecting how well information is conveyed, how feedback is managed, and how employees perceive communication practices within the organization. Within the framework of this study, these dimensions provide a theoretical basis for hypothesizing that effective communication positively influences employee performance by enhancing understanding, engagement, and coordination at work.

### 2.3. Environment Work

The work environment represents an important organizational factor that directly shapes employees' ability to complete their tasks effectively. Sunyoto (2019) states that the work environment is a crucial element within organizations because it directly influences employees' ability to perform their work. A conducive work environment can enhance employee motivation, ultimately improving performance. Supporting this view, Sedarmayanti (2017) emphasizes that organizations must provide adequate facilities aligned with employees' work needs in order to create a productive environment. This perspective highlights the structural dimension of the work environment, where physical facilities and organizational support systems enable employee effectiveness. Meanwhile, Alex (2017) broadens this understanding by defining the work environment as the natural and organizational conditions of the workplace that influence employees' perceptions and attitudes as they perform their work. This definition introduces a psychological dimension, suggesting that beyond physical conditions, employees' subjective experiences also play a vital role in shaping work behavior. Synthesizing these perspectives, the work environment can be understood as a multidimensional construct encompassing physical facilities, social interactions, and organizational support that collectively influence employee motivation, attitudes, and performance. A supportive work environment provides comfort, fosters positive relationships, and strengthens employees' sense of belonging, thereby encouraging higher levels of engagement and productivity. Conversely, an unsupportive environment may reduce morale and hinder performance. From a theoretical standpoint, the work environment is an essential contextual factor that links organizational resources to individual outcomes. By shaping employees' daily experiences, the work environment influences how effectively employees apply their skills and fulfill their responsibilities. This provides a strong conceptual foundation for positioning the work environment as a key antecedent of employee performance in this study. To operationalize this variable, Sonnentag (2020) proposes several indicators of the work environment, namely: (1) Employee satisfaction with facilities; (2) Positive social relationships; (3) Managerial support. These indicators capture both the physical and psychosocial dimensions of the workplace, reflecting how facilities, interpersonal relations, and leadership support contribute to employees' work experiences. Within the framework of this research, these dimensions underpin the hypothesis that a supportive work environment positively influences employee performance by enhancing motivation, comfort, and organizational commitment.

### 2.4. Discipline Work

Work discipline refers to employees' attitudes and behaviors in complying with organizational rules and procedures. Koopmans & Bernards (2020) explain that a high level of discipline reflects employees' responsibility and commitment to the organization. Discipline is not limited to punctuality alone; it also includes adherence to internal policies and the willingness to perform tasks optimally despite various challenges. Synthesizing this perspective, work discipline can be understood as a behavioral manifestation of employees' accountability, consistency, and professionalism in carrying out their duties. Employees with strong work discipline tend to complete tasks consistently and efficiently, follow established standards, and demonstrate responsible conduct in line with organizational expectations. Moreover, high discipline indicates the extent to which individuals can be relied upon to work independently without continuous supervision (Anggita, 2021). From a theoretical standpoint, work discipline functions as a self-regulation mechanism that aligns individual behavior with organizational goals. Disciplined employees internalize organizational norms,

enabling smoother operational processes and higher productivity. Conversely, low work discipline may disrupt organizational workflows, reduce efficiency, and negatively affect work quality. Therefore, discipline serves as an important organizational control factor that directly influences employee performance outcomes (Febriana, 2021). In this study, work discipline is a key antecedent of employee performance because it shapes how employees manage time, comply with procedures, and demonstrate initiative in completing tasks. This theoretical linkage strengthens the hypothesis that higher levels of work discipline lead to improved employee performance. According to Koopmans & Bernards (2020), indicators of work discipline include:

- a. Timeliness in attendance and completion of tasks according to schedule,
- b. Compliance with organizational procedures and regulations, and
- c. Level of initiative and independence in completing work without continuous supervision.

These indicators capture both behavioral and attitudinal dimensions of discipline, providing a comprehensive framework for measuring how disciplined work practices contribute to employee effectiveness. Within this research framework, these dimensions support the assumption that disciplined employees are more likely to achieve higher performance levels due to their consistency, responsibility, and self-directed work behavior.

## 2.5. Hypothesis Study

Employee performance is widely recognized as a multidimensional construct reflecting task accomplishment, behavioral effectiveness, and contribution to organizational goals. Contemporary human resource theory emphasizes that performance is shaped by both organizational factors (such as communication and work environment) and individual factors (such as work discipline). Drawing on social exchange theory and organizational behavior perspectives, employees tend to reciprocate supportive organizational conditions with higher levels of effort and performance.

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

Organizational communication plays a central role in coordinating tasks, clarifying expectations, and strengthening interpersonal relationships. Effective communication facilitates knowledge sharing, reduces ambiguity, and enhances employee engagement. According to Robbins & Judge (2022), clear and consistent communication improves employees' understanding of goals and roles, which directly supports task performance. Empirical evidence also confirms this relationship. Farooq & Ahmad (2023) found that internal communication quality significantly predicts employee performance through increased job involvement and organizational commitment. Similarly, Rizwan & Hasan (2022) demonstrated that effective upward and downward communication enhances work efficiency and individual productivity. These findings suggest that communication operates as a strategic mechanism linking organizational objectives with employee actions.

H2: The work environment has a positive and significant effect on employee performance

The work environment encompasses physical conditions, social relationships, and managerial support that influence employees' psychological states and work behavior. Within the job demands-resources (JDR) framework, a supportive work environment is considered a key resource that fosters motivation and performance. Demerouti (2021) explains that adequate facilities, a favorable social climate, and supervisory support enhance work engagement, which, in turn, improves performance outcomes. More recent studies by Aisyah (2023) confirm that physical comfort and collegial relationships significantly contribute to employee effectiveness. In addition, Vendenbergh (2021) highlights that managerial support strengthens employees' emotional attachment to the organization, leading to higher task accomplishment. Collectively, these studies

indicate that a conducive work environment provides essential resources that enable employees to perform optimally.

H3: Work discipline has a positive and significant effect on employee performance.

Work discipline reflects employees' adherence to organizational rules, punctuality, responsibility, and consistency in task execution. From a self-regulation perspective, disciplined employees demonstrate greater control over their behavior, allowing them to meet performance standards more reliably. Latham (2020) emphasizes that disciplined behavior supports goal achievement by promoting persistence and focus. Empirically, Handayani (2022) found that punctuality, compliance with procedures, and task independence significantly influence employee productivity. Likewise, Rahman (2023) reported that work discipline positively affects performance by improving work consistency and reducing operational errors. These findings suggest that discipline serves as a behavioral foundation that translates organizational expectations into concrete performance outcomes.

### III. Research Method

#### 3.1. Population and Sample

The population in this study includes all employees of PT. Zhisheng Indonesia Semarang Branch, totaling 100 individuals. Following the definition proposed by Sugiyono, (2021) A population refers to the entire group of individuals who share common characteristics and from whom research data are collected. Because the total number of employees was relatively small and manageable, this study employed saturated sampling, in which all members of the population were selected as research respondents. This approach ensures comprehensive representation and minimizes sampling bias, thereby enhancing the accuracy of the finding. This study employed saturated sampling, in which all members of the population were included as research participants. (Sugiyono, 2021) Given that the total population consisted of only 100 employees, all employees of PT. Zhisheng Indonesia Semarang Branch was chosen as a respondent in this study. Saturated sampling was considered appropriate because the population was relatively small and accessible, enabling comprehensive data collection without the risk of sampling bias. By involving the entire population, this approach enhances data representativeness and provides a more accurate depiction of employees' perceptions of communication, work environment, work discipline, and performance. Moreover, saturated sampling enables researchers to capture variability across all employees, thereby strengthening the reliability of the study's findings.

#### 3.2. Data collection

To obtain the necessary data for this study, the researcher employed a questionnaire as the primary data collection technique. The questionnaire contains items related to the indicators of communication, work environment, and work discipline. It was distributed to the employees of PT. Zhisheng Indonesia Semarang Branch and measured using a Likert scale to capture respondents' perceptions and attitudes toward each research variable.

#### 3.3. Data analysis

In general, this analysis examined the influence of several independent variables (X) on a dependent variable (Y). Multiple linear regression analysis was applied because more than one independent variable was examined simultaneously in relation to employee performance (Ghozali, 2018). In this study, the independent variables are communication (X1), work environment (X2), and work discipline (X3), while employee

performance is the dependent variable (Y). Prior to data collection, the questionnaire items were developed based on established indicators from previous literature and were reviewed to ensure clarity and relevance. A preliminary assessment was conducted to minimize ambiguity in question wording. Furthermore, validity and reliability tests were performed after data collection to ensure that each measurement item accurately represented its construct and produced consistent results. Data analysis techniques included validity and reliability tests, classical assumption tests, and multiple linear regression analysis. The classical assumption tests included a normality test to determine whether the residuals were normally distributed and a heteroscedasticity test to examine whether the error variance was constant across observations. These tests were conducted to ensure that the regression model met statistical requirements and produced unbiased estimations. By integrating instrument validation, reliability assessment, and classical assumption testing, this analytical approach enhances the study's methodological rigor. It supports accurate evaluation of the relationships among communication, work environment, work discipline, and employee performance.

#### IV. Results and Discussion

##### 4.1. Analysis Result

##### 4.1.1. Characteristics of Respondents

Respondents in this study were all employees of PT. Zhisheng Indonesia Semarang Branch, totaling 100 individuals. Data were obtained through structured questionnaires distributed directly to respondents. Participation was voluntary, and all respondents provided informed consent. Confidentiality and anonymity were guaranteed throughout the research process to ensure ethical compliance. The results of the analysis are descriptive of the types of gender, age, and education as follows:

**Table 1. Description Respondents**

| Description Respondents | Information | Frequency |
|-------------------------|-------------|-----------|
| Gender                  | Man         | 54        |
|                         | Woman       | 46        |
| Age                     | 20-27 Years | 40        |
|                         | 28-35 Years | 30        |
|                         | 36-43 Years | 26        |
|                         | 44-51 Years | 4         |
| Education               | High School | 64        |
|                         | D3          | 6         |
|                         | S1          | 30        |

Table 1 presents the characteristics of the respondents in this study, grouped into three categories: gender, age, and education level. Based on gender, the respondents were predominantly male (54 people, or 54%), while the females (46%) comprised 46%. This indicates that the majority of the workforce at PT. Zhi Sheng Indonesia in Semarang is male, although the ratio of men to women is not significantly different and remains relatively balanced. In terms of age, the majority of respondents were between 20 and 27, representing 40 people (40% of the total 100 respondents). This age group can be categorized as early productive age, typically characterized by high energy and good adaptability to technological developments and new work systems. Furthermore, respondents aged 28–35 numbered 30, or 30%, followed by those aged 36–43, with 26, or 26%. Meanwhile, respondents aged 44–51 years numbered only 4 (4%), indicating that the number of employees approaching retirement age is minimal at this company. In terms of education, the majority of respondents had a high school education (64 people, or 64%), indicating that the company's employees have secondary education qualifications. Meanwhile, only 6 respondents (6%) had a Diploma 3 (D3) degree, and 30 respondents (30%) had a Bachelor's degree (S1). This data shows that although the

majority of employees have secondary education, some have higher education and can make greater contributions in technical and managerial roles.

#### 4.1.2. Variable Description

**Table 2. Variable Description**

| Variables            | Indicator        | N     |         | Mean | Mode | Minimal | Max |
|----------------------|------------------|-------|---------|------|------|---------|-----|
|                      |                  | Valid | Missing |      |      |         |     |
| Communication        | X <sub>1.1</sub> | 100   | 0       | 4.12 | 4    | 3       | 5   |
|                      | X <sub>1.2</sub> | 100   | 0       | 4.21 | 4    | 3       | 5   |
|                      | X <sub>1.3</sub> | 100   | 0       | 4.15 | 4    | 3       | 5   |
| Work environment     | X <sub>2.1</sub> | 100   | 0       | 4.15 | 4    | 2       | 5   |
|                      | X <sub>2.2</sub> | 100   | 0       | 4.16 | 4    | 2       | 5   |
|                      | X <sub>2.3</sub> | 100   | 0       | 4.14 | 4    | 2       | 5   |
| Discipline Work      | X <sub>3.1</sub> | 100   | 0       | 4.12 | 4    | 2       | 5   |
|                      | X <sub>3.2</sub> | 100   | 0       | 4.20 | 5    | 2       | 5   |
|                      | X <sub>3.3</sub> | 100   | 0       | 4.31 | 4    | 2       | 5   |
| Employee performance | Y <sub>1.1</sub> | 100   | 0       | 4.14 | 4    | 2       | 5   |
|                      | Y <sub>1.2</sub> | 100   | 0       | 4.31 | 5    | 2       | 5   |
|                      | Y <sub>1.3</sub> | 100   | 0       | 4.09 | 4    | 2       | 5   |
|                      | Y <sub>1.4</sub> | 100   | 0       | 4.26 | 4    | 2       | 5   |

The results in Table 2 on the variable communication show that the Mode, with a frequency of 4, appears most often across 3 indicators and indicates agreement. This means that employees at PT. Zhi Sheng Indonesia in Semarang perceives company communication in line with employees' feelings. The variable environment Work shows that the Mode is 4, which often appears across 3 indicators. The answer is in complete agreement. This means that employees at PT. Zhi Sheng Indonesia in Semarang aligns the Work company's environment with employees' desires. The variable discipline Work shows that many employees answer 4, which agrees, indicating that across all questionnaire variables, most employees agree. This shows that most respondents agree with the variable 'Work'. Regarding the variables' performance, employees describe three answers chosen by customers as scoring 4, which agrees, indicating that across the various questionnaire variables, employees' performance is largely consistent. This shows that most of the respondents agree with the variable performance of employees.

#### 4.1.3. Validity Test

**Table 3. Validity Test Results**

| Variables        | Indicator   | Correlation | r Standardized | Information |
|------------------|---|-------------|----------------|-------------|
| Communication    | Instructions from the superior are clear          | 0.822       | 0,1966         | Valid       |
|                  | There is a bait that comes back from the superior | 0.882       | 0,1966         | Valid       |
|                  | Communication between employee is fluent          | 0.850       | 0,1966         | Valid       |
| Work environment | Place Work clean and tidy                         | 0.817       | 0,1966         | Valid       |
|                  | Connection between colleagues Work Good           | 0.852       | 0,1966         | Valid       |
|                  | Feeling safe moment Work                          | 0.750       | 0,1966         | Valid       |
| Discipline Work  | Arrived on time                                   | 0.874       | 0,1966         | Valid       |
|                  | Comply regulation                                 | 0.864       | 0,1966         | Valid       |
|                  | Finish the task within the time                   | 0.846       | 0,1966         | Valid       |

| Variables            | Indicator                           | Correlation | r Standardized | Information |
|----------------------|-------------------------------------|-------------|----------------|-------------|
| Employee performance | Amount of completed tasks           | 0.746       | 0,1966         | Valid       |
|                      | Quality results Work                | 0.834       | 0,1966         |             |
|                      | Appropriate time to finish the task | 0.704       | 0,1966         |             |
|                      | Take initiative at Work             | 0.662       | 0,1966         |             |

Based on Table 3, all items from communication, work environment, work discipline, and employee performance variables are declared valid because their correlation values exceed the required threshold of 0.1966.

#### 4.1.4. Reliability Test

**Table 4. Reliability Test Results**

| Variables            | Cronbach's Alpha | Rule of Thumb | Information |
|----------------------|------------------|---------------|-------------|
| Communication        | 0,810            | 0.7           | Reliable    |
| Environment Work     | 0,729            | 0.7           |             |
| Discipline Work      | 0.825            | 0.7           |             |
| Employee performance | 0.718            | 0.7           |             |

Based on the Communication questionnaire's reliability test in Table 4, the Cronbach's Alpha value is 0.810, exceeding the required 0.7, indicating that the Communication variable is reliable. The results of the reliability test of the Work Environment questionnaire produce a Cronbach's Alpha value of 0.729, exceeding the required number of 0.7, so that the Work Environment variable is declared reliable. The results of the reliability test of the Work Discipline questionnaire produce a Cronbach's Alpha value of 0.825, exceeding the required number of 0.7, so that the Work Discipline variable is declared reliable. The reliability test of the Employee Performance questionnaire yields a Cronbach's Alpha of 0.718, exceeding the required 0.7, indicating that the Employee Performance variable is reliable.

#### 4.1.5. Multiple Linear Regression Analysis

**Table 5. Communication Regression, Environment Work, and Discipline Work on Employee Performance**

| No. | Variables Free   | Beta  | t Count | Sig   |
|-----|------------------|-------|---------|-------|
| 1.  | Communication    | 0.525 | 7,469   | 0,000 |
| 2.  | Work environment | 0.166 | 2,251   | 0.027 |
| 3.  | Discipline Work  | 0.289 | 3,810   | 0,000 |

Dependent Variable: Employee Performance

The regression equation in Table 5 yields regression coefficients of 0.525 for the communication variable, 0.166 for the work environment variable, and 0.289 for the work discipline variable. This means that the communication, work environment, and work discipline variables positively influence employee performance. The regression equation shows that the work environment variable has the lowest influence on the communication and work discipline variables.

#### 4.1.6. Coefficient of Determination

**Table 6. Results of the Coefficient of Determination**

| No. | Variables Depends    | Variables Free                                   | R <sup>2</sup> |
|-----|----------------------|--|----------------|
| 1.  | Employee performance | Communication, Environment Work, Discipline Work | 0.606          |

Table 6 illustrates the magnitude of the independent variables' influence on the dependent variable, as reflected in the coefficient of determination (Adjusted R Square). If the value of the coefficient of determination approaches 1, the greater the influence of the independent variable on the dependent variable. The Adjusted R Square value in Table 4.7 is 0.606. This means that the influence of independent variables, namely communication, work environment, and work discipline, on employee performance is 60.6% or in other words, changes that occur in employee performance can be explained by the variables of communication, work environment, and work discipline by 60.6%. In comparison, the remaining 39.4% is influenced by other variables not studied.

#### 4.1.7. F-Test

**Table 7. F Test**

| ANOVA <sup>a</sup>  |            |                |    |             |        |                   |
|---|------------|----------------|----|-------------|--------|-------------------|
|   | Model      | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1   | Regression | 292,780        | 3  | 97,593      | 51,699 | .000 <sup>b</sup> |
|   | Residual   | 181,220        | 96 | 1,888       |        |                   |
|   | Total      | 474,000        | 99 |             |        |                   |
| a. Dependent Variable: Employee Performance                                 |            |                |    |             |        |                   |
| b. Predictors: (Constant), Discipline Work, Communication, Environment Work |            |                |    |             |        |                   |

#### 4.1.8. Hypothesis Testing

Based on Table 7, testing the hypothesis as follows:

- Hypothesis: First, accepted variables communication is influential, positive, and significant to the performance of employees at PT. Zhi Sheng Indonesia in Semarang, seen from  $\beta_1$  value (0.525) and sig value =  $0.00 < 0.05$ , so hypothesis 1 is proven accepted.
- Hypothesis second accepted or variables environment Work is influential, positive, and significant to the performance of employees at PT. Zhi Sheng Indonesia in Semarang, as indicated by the  $\beta_3$  value (0.166) and the sig value ( $0.027 < 0.05$ ), so hypothesis 2 is accepted.
- Hypothesis third accepted or variables discipline Work is influential, positive, and significant to the performance of employees at PT. Zhi Sheng Indonesia in Semarang, as indicated by  $\beta_3$  (0.289) and sig ( $0.000 < 0.05$ ), so hypothesis 3 is accepted.

#### 4.2. Discussion

##### 4.2.1. The Influence of Communication on Employee Performance

The findings indicate that communication significantly enhances employee performance. Clear instructions from supervisors, constructive feedback mechanisms, and smooth interpersonal communication enable employees to understand their tasks better, reduce errors, and strengthen teamwork effectiveness. These elements help employees align their individual roles with organizational objectives, ultimately improving overall productivity. This result is consistent with the study conducted by Hidayah (2023), who

reported a positive and significant relationship between communication and employee performance. Her findings emphasize that effective organizational communication contributes to clarity of job expectations and fosters cooperative work relationships. Similarly, Aisyah (2023) explains that performance improvement is closely related to how well information is conveyed and understood within an organization, as communication serves as a bridge between management directives and employee actions. From a theoretical perspective, communication functions as a coordination mechanism that reduces ambiguity, minimizes misunderstandings, and strengthens collaboration among employees. When information flows clearly and feedback is provided consistently, employees are more likely to feel supported and confident in carrying out their responsibilities. This condition encourages proactive behavior, facilitates problem-solving, and promotes collective learning within teams. Moreover, effective communication fosters psychological safety, enabling employees to express ideas and concerns openly, thereby further improving performance. In practical terms, this finding suggests that organizations should prioritize structured communication channels, regular feedback sessions, and open dialogue between supervisors and subordinates. Such practices not only enhance task comprehension but also foster trust and engagement. The relatively high mean scores for communication indicators in this study confirm that employees perceive clarity of instructions and feedback as essential contributors to their work effectiveness. These results also reinforce broader human resource management theory, which posits that communication is a foundational element of organizational effectiveness. By facilitating shared understanding and coordinated action, communication directly influences employee motivation, commitment, and productivity. Therefore, strengthening internal communication systems is a strategic intervention to improve employee performance, not only within PT. Zhisheng Indonesia, as well as in comparable organizational contexts.

#### 4.2.2. The Influence of Work Environment on Employee Performance

A supportive work environment was also found to influence employee performance positively. Cleanliness, safety, adequate facilities, and harmonious social relationships contribute significantly to employee comfort, psychological well-being, and work motivation. These conditions enable employees to focus more effectively on their tasks, reduce work-related stress, and foster a sense of belonging within the organization. This finding is consistent with Setyaningsih & Ratnasari, (2022) and Albantani & Saputra, (2020), who emphasized that conducive workplace conditions enhance employee productivity, engagement, and organizational commitment. Their studies highlight that both physical (e.g., workspace cleanliness, lighting, and safety) and psychosocial (e.g., interpersonal relationships and managerial support) factors play a critical role in shaping employee behavior and performance outcomes.

The present study reinforces the view that the work environment should not be understood merely as a physical setting, but also as a social and organizational climate that influences how employees perceive their roles and responsibilities. Descriptive results from this research indicate relatively high mean scores for indicators related to workplace cleanliness, collegial relationships, and perceived safety, suggesting that employees generally experience their work environment positively. Such perceptions are important because they directly affect morale and willingness to exert extra effort in completing tasks. From a theoretical perspective, these findings align with organizational behavior frameworks, which argue that environmental factors act as contextual resources that facilitate employee performance. A supportive environment provides external motivation and reduces barriers to practical work, enabling employees to use their competencies more effectively. Moreover, a favorable psychosocial climate fosters cooperation, knowledge sharing, and emotional support among colleagues, all of which contribute to higher performance. In practice, this implies that organizations should continuously invest in improving workplace facilities, maintaining safety standards, and fostering positive social interactions. Management involvement in creating an inclusive and supportive atmosphere is significant, as leadership behavior strongly influences employees' perceptions of their work environment. By prioritizing environmental quality, companies can enhance not only individual productivity but also collective organizational performance.

However, this study focuses on a single organizational context, which may limit the generalizability of its findings. Future research could explore similar relationships across different industries or organizational cultures to validate and extend these results. Additionally, qualitative approaches may provide deeper insight into how employees experience specific environmental factors and how these factors interact with personal motivation and organizational policies. Overall, the findings contribute to the broader literature by reaffirming the central role of the work environment in performance management. They suggest that individual capabilities do not solely drive improvements in employee performance but are also strongly shaped by organizational conditions. Consequently, creating a supportive work environment represents a strategic pathway for enhancing sustainable performance in both manufacturing and service-oriented organizations.

#### 4.2.3. The Influence of Work Discipline on Employee Performance

Work discipline demonstrated a significant positive impact on employee performance, as reflected in punctuality, compliance with organizational regulations, and timely task completion. Employees who consistently adhere to work schedules, follow established procedures, and complete assignments on time tend to demonstrate greater responsibility and professionalism in their duties. Such disciplined behavior creates operational consistency and supports the achievement of organizational targets. This finding supports previous studies. Handayani, (2022), (Rahmat, 2021), and Rahman, (2023), all of whom concluded that disciplined behavior contributes substantially to employee performance outcomes. Their research collectively emphasizes that work discipline is not merely a matter of rule compliance, but also reflects employees' commitment, accountability, and willingness to align personal behavior with organizational expectations.

In the present study, relatively high mean scores on discipline indicators such as punctual attendance, obedience to company regulations, and timely task completion indicate that employees generally demonstrate positive disciplinary attitudes. These results suggest that discipline functions as a behavioral control mechanism that aligns individual actions with organizational objectives, thereby reducing inefficiencies and minimizing deviations from standard operating procedures. From a theoretical standpoint, work discipline plays a crucial role in performance management by reinforcing norms, shaping work habits, and fostering self-regulation among employees. Disciplined employees tend to manage their time more effectively, prioritize tasks appropriately, and maintain consistent work quality. This condition supports organizational stability and enhances productivity, particularly in operational environments that require coordination and adherence to structured workflows. In practice, these findings imply that organizations should strengthen disciplinary systems through clear regulations, consistent enforcement, and fair supervision, while simultaneously cultivating intrinsic discipline through motivation and leadership. Rather than relying solely on punitive measures, management should emphasize awareness-building and positive reinforcement to encourage employees to internalize discipline as part of their professional identity. This study makes an original contribution by simultaneously examining communication, work environment, and work discipline within a manufacturing context at PT. Zhisheng Indonesia Semarang Branch, integrating these variables into a single empirical model. Unlike prior studies that often examined these factors separately, this research demonstrates their combined explanatory power, accounting for over 60% of employee performance variance.

The findings extend existing human resource management theories by empirically confirming that organizational communication, environmental conditions, and behavioral discipline jointly shape performance. Practically, the results offer managerial guidance for improving employee outcomes through integrated HR strategies. Organizations may apply these findings by strengthening internal communication systems, improving workplace facilities and social climate, and enforcing consistent disciplinary policies. Although conducted in one company, these insights may be transferable to other organizations facing similar workforce management challenges. This study is limited to a single organizational setting and relies on self-reported data, which may introduce response bias. Future research could incorporate longitudinal designs, broader organizational samples, and additional variables, such as leadership style, job satisfaction, or

organizational culture, to provide a more comprehensive understanding of employee performance. This study confirms that communication, work environment, and work discipline each exert a positive and significant influence on employee performance at PT. Zhisheng Indonesia Semarang Branch. Communication emerged as the strongest predictor, followed by work discipline and work environment. Together, these variables explain 60.6% of the variation in performance. These findings underscore the importance of integrated human resource management practices that emphasize clear communication, supportive workplace conditions, and consistent discipline. By addressing these areas, organizations can enhance employee effectiveness and sustain competitive performance.

## V. Conclusion

Based on the analysis and discussion, it can be concluded that communication, work environment, and work discipline, both partially and simultaneously, have a positive and significant influence on employee performance at PT Zhi Sheng Indonesia Semarang Branch. First, effective communication, characterized by precise instructions, constructive feedback, and two-way interaction, was proven to enhance task understanding, strengthen teamwork, and increase employee motivation. Second, a clean, safe, and conducive work environment, encompassing both physical and social aspects, fosters comfort and a sense of security, directly contributing to higher productivity and employee engagement. Third, a high level of work discipline, reflected in punctuality, compliance with regulations, and responsibility toward tasks, plays a crucial role in achieving work targets and improving operational effectiveness. Collectively, these findings indicate that employee performance is not determined solely by individual capabilities but is strongly influenced by organizational factors. Therefore, to achieve sustainable performance improvement, management should prioritize strengthening internal communication systems, continuously improving workplace conditions, and consistently enforcing a culture of discipline across all operational activities. In practice, this study provides empirical evidence that integrated human resource management strategies focused on communication, work environment, and discipline can serve as effective levers for enhancing organizational performance. These results may also be relevant for other organizations facing similar challenges in managing employee productivity and engagement.

## References

- Aisyah. (2023). Work environment and employee effectiveness in service organizations. *Asian Journal of Management Studies*, 5(1), 44–56.
- Albantani & Saputra. (2020). The Influence of the Environment on Employee Satisfaction and Performance. *Journal Management*, 10(1), 47–55.
- Alex. (2017). *Management : A Basic Introduction*. Arena Ilmu.
- Amirullah. (2018). *Introduction Management*. Jakarta.
- Anggita. (2021). The Influence of Communication, Work Environment, and Discipline on Employee Performance (Case Study of Umkm Arumanis Haji Ardi Berbah). *Journal of Diversified Management* 3 (2).
- Anshori. (2018). *Methodology: Quantitative study*. UNY Press.
- Demerouti (2021). Multiple levels in the job demands–resources theory. *Journal of Organizational Behavior*, 39(3), 274–285.
- Farooq & Ahmad. (2023). Internal communication and employee performance: The mediating role of job involvement. *Journal of Human Resource Management*, 11(2), 85–97.
- Febriana. (2021). The Influence of Communication, Work Discipline, Work Ethic, and Physical Work Environment on PT Employee Performance. *Esun International Utama Indonesia Batam. Journal of Business* 2 (3).
- Ghozali, I. (2018). *Aplikasi Analisis Mutivariate Dengan Program SPSS*. Universitas Diponegoro.

- Handayani (2022). Work discipline and productivity among manufacturing employees. *Indonesian Journal of Business Research*, 7(2), 101–112.
- Hasibuan. (2021). *Management Human Resources*. Bumi Aksara.
- Hidayah. (2023). The Influence of Work Flexibility on Employee Performance in the Digital Era. *Journal of Management Science*, 11(1), 34–45.
- Koopmans & Bernards. (2020). Conceptual Frameworks of Individual Work Performance. *Journal of Occupational and Environmental Medicine*, 62(3), 123–130.
- Latham. (2020). *Becoming the Evidence-Based Manager*. Davis Black.
- Lewa & Subowo. (2016). *Management Human Resources*. Soegijapranata Catholic University Press.
- Mangkunegara. (2017). *Management Corporate Human Resources*. Rosdakarya.
- Michael. (2017). *Organizational Communication: Strategies and Practices*. McGraw-Hill Education.
- Misnah. (2021). Communication, Discipline, and Work Environment Influence Employee Performance. *Journal of GeoEconomy* 11 (1).
- Rahman. (2023). Discipline and performance: Evidence from Southeast Asian organizations. *International Journal of Management Practice*, 16(1), 63–78.
- Rahmat. (2021). The Influence of Internal Communication, Discipline, Teamwork, and Cooperation on Employee Performance. *Journal Scientific Economics and Business* 2 (1).
- Rizwan & Hasan. (2022). Organizational communication and employee productivity. *Journal of Business and Social Review*, 4(2), 29–41.
- Robbins & Judge. (2022). *Organizational Behavior* (19th ed). Pearson.
- Santoso. (2022). The Influence of Professional Competence and Work Discipline on Teacher Performance with Transformational Leadership Style as a Moderator. *E-Business. Journal of Economics and Business* 3 (2).
- Sedarmayanti. (2017). *Management Human Resources*. Refika Aditama.
- Senduk, T. W., Montolalu, L. A. D. Y., & Dotulong, V. (2020). The rendement of boiled water extract of the mature leaves of mangrove *Sonneratia alba*. *Jurnal Perikanan Dan Kelautan Tropis*, 11(1), 9. <https://doi.org/10.35800/jpkt.11.1.2020.28659>
- Setyaningsih & Ratnasari. (2022). Analysis: The Influence of Motivation and Discipline on Employee Performance. *Journal Knowledge Management*, 10(2).
- Setyawan. (2024). The Role of Job Satisfaction in The Influence of Leadership Style and Motivational Work on the Performance of Batam MSME Employees. *Journal Knowledge Management*, 8(1).
- Sonnentag. (2020). Performance Concepts and Performance Theory. In S. Sonnentag. *Journal Psychological Management of Individual Performance*.
- Sugiyono. (2021). *Research Methods: Quantitative, Qualitative, and R&D*. Alfabeta.
- Sunyoto. (2019). *Theory, Questionnaire, and Data Analysis for Marketing and Consumer Behavior*. CAPS.
- Tourish. (2021). *The Dark Side of Transformational Leadership: A Critical Perspective*. Routledge.
- Vendenbergh (2021). Supervisory support and performance outcomes. *Journal of Human Relations*, 74(6), 845–872.