

The Influence of Communication, Work Conflict and Work Discipline on Employee Performance at PT Galuh Buana Sukses

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ABSTRACT

In the world of organizations and companies, employee performance is one of the key factors that determines the success of an entity. Employee performance is an effort that has been made by employees in carrying out the duties assigned based on their abilities and experience in completing their tasks. PT Galuh Buana Sukses is a company that provides heavy equipment rental and repair services, as for the heavy equipment rented by this company such as forklifts and cranes. Apart from being a service provider, PT Galuh Buana Sukses is also experienced in working on logistical support, construction support, oil & gas support and others. PT Galuh Buana Sukses experienced internal problems related to communication, work conflicts, and work discipline that had an effect on the performance of its employees. The purpose of this study is to find out whether there is an influence of communication, work conflict and work discipline on employee performance at PT Galuh Buana Sukses both partially and simultaneously. This study uses quantitative research with saturated sampling techniques. The results of this study are that there is a positive and significant influence of communication on employee performance. There is a positive and significant effect of work conflict on employee performance. There is a positive and significant influence of work discipline on employee performance. There is a simultaneous or simultaneous influence between communication, work conflicts and work discipline on employee performance at PT Galuh Buana Sukses.

Keywords : Communication, Work Conflict, Work Discipline, Employee Performance

INTRODUCTION

Every operating company has an organizational structure which contains a knowledge about managing Human Resources (HR) owned by the company. Human resources are a crucial asset in the company that plays a role in achieving the goals of the organization, while the goals of the company can be achieved based on the performance results of its employees (Hapsah Pahira & Rinaldy, 2023:811). PT Galuh Buana Sukses is a company that provides heavy equipment rental and repair services, as for the heavy equipment rented by this company such as *Forklift* and *Crane*. Apart from being a service provider, PT Galuh Buana Sukses is also experienced in working *Logistic Support*, *Construction Support*, *oil & Gas Support* and others. PT Galuh Buana Sukses has been operating for 9 years since 2016 which is located on Jalan Ruko Cipta Mandiri, Nongsa Batam, precisely in Rujo Taman Yasmin (BCL) Block J1 No 08-09 (Safila, 2023:1). Currently, the number of existing employees is 136 people. Each person has responsibilities and obligations that must be carried out and achieve their respective targets.

The problems that occur within PT Galuh Buana Sukses are mainly poor communication in the work environment which causes important information not to be conveyed clearly, thus causing misunderstandings that have the potential to trigger conflicts between employees and between superiors and subordinates, which ultimately interferes with team coordination and collaboration. Conflicts that are not resolved properly increase stress and discomfort levels, distract employees from their core tasks, and decrease overall motivation and morale. In addition, employee indiscipline such as tardiness, absences without a clear reason, and non-compliance with company rules create irregularities in the work process, aggravate the burden of colleagues who have to cover the shortcomings, and create an uncondusive work atmosphere. This combination of poor communication, unmanaged conflict, and indiscipline significantly decreases productivity, quality of work, and overall individual and team performance, negatively impacting the achievement of organizational goals.

Communication can be defined as the process of transferring information, ideas, and understandings from one person to another in the hope that the other person can interpret it according to the desired purpose (Tamara, Mirza, Wijaya, & Kosasih, 2021:411). Communication is the stage of conveying and receiving in the processing of messages that occur in a person to others for a certain purpose (Sari, 2023:151). Researchers can conclude that communication is an interaction that occurs between two or more people where there is information or ideas conveyed to the recipient of the message and provides a response to the sender. According to (Meliani & Siagian, 2022:439), there are five indicators of communication, namely: information capture, pleasure in information, impact on attitudes, good relationships, and actions.

Work conflict is a situation where employees in the work environment experience problems (Ramadhinik Nanda Putri, Indah Yuni Astuti, & Endah Kurniawati, 2023:72). Conflict is an unhealthy competition based on emotional attitudes and ambitions in obtaining victory, this generally starts from the existence of displeasure between one party and the other related to work (Putra & Sunarsih, 2023:19). Conflict is a social phenomenon that can occur in various forms, ranging from differences of opinion to differences in interests between individuals or groups within an organization (Muslim & Yustika Prayoga, 2024:84). Researchers can conclude that a dispute that occurs in the work environment is caused by differences in beliefs and opinions in completing work. The following are indicators of work conflicts according to the (Intan Pratiwi, Aslami, & Daim Harahap, 2023:4661), as follows: there is ineffective communication, tension in the work environment, differences of opinion between individuals, the development of intensive arbitration and a decline in moral standards.

Work discipline is one of the crucial aspects in managing human resources, the better the discipline shown by employees, the greater the achievements that can be achieved in work performance (Graicelda & Siagian, 2024:436). Achieving effective discipline, it is important to divide tasks clearly, so that each employee can understand and be aware of responsibilities, work

methods, schedules, and deadlines to be followed (Karlina & Siagian, 2024:912). Researchers can conclude that discipline is how far employees can comply with the rules that have been implemented by the company. According to (Nawir, Annisa Bachtiar, Rifka Afifah, & Lestari, 2024:309), there are four indicators in work discipline, which are as follows: presence or absence, compliance with company regulations, compliance with company work standards, and working with integrity.

Performance is a performance that results from work performance (Aminah Aminah, Andi Irfan, & Claudya Armelia, 2023:125). Employee performance can be explained as the results obtained from the achievements of work carried out in fulfilling the tasks of the company which can be completed based on experience, seriousness and skill in work (Arifin, Magito, Perkasa, & Febrian, 2023:25). Researchers can conclude that employee performance is the effort that has been expended by employees in producing quality work and can achieve the company's goals. According to the (Putra & Sunarsih, 2023:22), there are seven indicators in employee performance, which are as follows: obligations or responsibilities, independence or independence, work dedication, work effectiveness, work quality, work quantity, and work discipline.

Frame of Mind

The Influence of Communication on Employee Performance

Effective communication greatly affects employee performance by ensuring that information, instructions, and expectations are conveyed clearly and on time, so that employees can understand their duties and responsibilities accurately. This statement can be supported by research that has been conducted by (Tamara et al., 2021:410), (Azwa Fauziah & Mulyadi, 2024:242) and (Ramadhinik Nanda Putri et al., 2023:70) that communication has a positive and significant influence on employee performance.

The Effect of Work Conflict on Employee Performance

Work conflicts can significantly affect employee performance by creating tension, stress, and an uncomfortable work atmosphere, which ultimately hinders productivity and concentration in carrying out tasks. When conflict is not managed properly, it can lead to poor communication, decreased motivation, and damage to relationships between colleagues, disrupting teamwork and decision-making processes. This statement can be supported by research that has been conducted by (Putra & Sunarsih, 2023:17), (Intan Pratiwi et al., 2023:4654) and (Tamara et al., 2021:410) that work conflicts have a positive and significant influence on employee performance.

The Influence of Work Discipline on Employee Performance

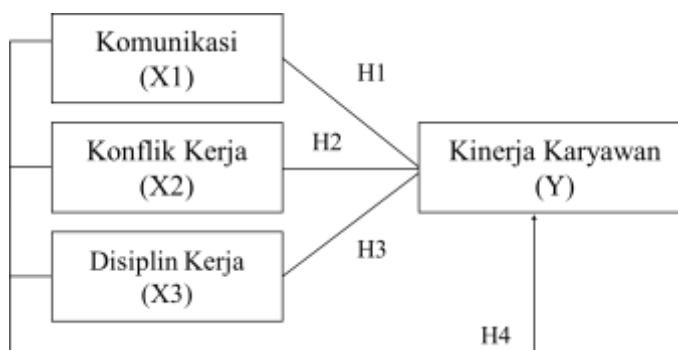
Work discipline greatly affects employee performance because it reflects the level of compliance and consistency in carrying out tasks in accordance with the rules, procedures, and standards set by the organization. Disciplined employees tend to show up on time, complete work efficiently, and comply with company policies, thus creating an orderly and productive work environment. This statement can be supported by research that has been conducted by (Graicelda & Siagian, 2024:435), (Putra & Sunarsih, 2023) and (Tamara et al., 2021:410) that work discipline has a positive and significant influence on employee performance.

The Influence of Communication, Work Conflict and Work Discipline on Employee Performance

Communication, work conflicts, and work discipline are crucial factors that affect each other and have a direct impact on employee performance, effective communication ensures a clear understanding of tasks and goals, thereby increasing collaboration and motivation, while work conflicts that are not managed properly can create tension and hinder productivity, but if handled constructively can actually strengthen work relationships; Meanwhile, work discipline maintains consistency, adherence to rules, and efficiency in the execution of tasks, all of which together create a harmonious, productive, and work-oriented work environment that is oriented towards

achieving optimal results. This statement can be supported by research that has been conducted by (Tamara et al., 2021:410) that communication, work conflicts and work discipline have a simultaneous and significant positive influence on employee performance.

Figure 1 Conceptual Framework



Source : Researcher, 2025

Hypothesis

H1 : There is a positive and significant influence between communication on employee performance. H2 : There is a positive and significant influence between work conflicts on employee performance. H3 : There is a positive and significant influence between work discipline on employee performance. H4 : There is a simultaneous positive and significant influence between communication, work conflicts, and work discipline on employee performance.

METHOD

This research is a type of quantitative research using the nature of replication research. The research location was conducted at PT Galuh Buana Sukses with a research period from February to August 2025.

Sample

This study determines the sample size with the saturated sampling technique, which is a technique used to determine the sample size using all members of a population, this is because the population is relatively small (Arum Sari & Ratmono, 2021:322). The number of samples used in this study is 136 samples.

Data Collection

The collection of research data was obtained from primary data, namely questionnaires filled out by 136 respondents and secondary data obtained from scientific paper information relevant to this study.

Data Analysis Techniques

Descriptive analysis is a method of statistical analysis that is used to obtain data from a description picture to make general conclusions.

Variable Operations

Table 1. Variable Operations

Variable	Definition of Research Variables	Indicators
Communication (X1)	Communication is a means of conveying feelings that are formed into information, ideas, or ideas from one party to the other as a listener of information	<ol style="list-style-type: none"> 1. Arrest 2. Pleasure 3. Impact on attitude 4. Good relationships 5. Action
Work Conflict (X2)	Work conflict is a situation where employees in the work environment experience problems	<ol style="list-style-type: none"> 1. There is effective communication 2. There is tension within the work environment 3. There are differences of opinion between individuals

		4. Intensive development of arbitration 5. A decline in moral standards
Work Discipline (X3)	Work discipline is an action taken by company employees to be able to obey the rules that have been applied	1. Attendance or attendance 2. Comply with company regulations 3. Comply with company work standards 4. Work with integrity
Employee Performance (Y)	Employee performance is the result that has been achieved in completing their work which is assessed based on the quality and quantity of their achievement	1. Obligations or responsibilities 2. Independence or independence 3. Dedication to work 4. Effectiveness of work 5. Work quality 6. Working quantity 7. Work discipline

Source : Researcher, 2025

RESULT

Data Validity Test

This study conducted a validity test to ensure the validity of each statement filled in by the respondents. In the study, 136 respondents were used and the table r value was obtained as 0.168.

Table 2. Research Validity Test Results

STATEMENT		R CALCULATE	STATEMENT		R CALCULATE
Communication(X1)	X1.1	0.852	Work Discipline (X3)	X3.1	0.870
	X1.2	0.853		X3.2	0.833
	X1.3	0.829		X3.3	0.842
	X1.4	0.845		X3.4	0.867
	X1.5	0.839		X3.5	0.835
	X1.6	0.860		X3.6	0.875
	X1.7	0.861		X3.7	0.870
	X1.8	0.866		X3.8	0.818
	X1.9	0.826			
	X1.10	0.842			
Work Conflict (X2)	X2.1	0.853	Employee Performance (Y)	Y.1	0.848
	X2.2	0.860		Y.2	0.858
	X2.3	0.832		Y.3	0.836
	X2.4	0.857		Y.4	0.841
	X2.5	0.861		Y.5	0.839
	X2.6	0.836		Y.6	0.847
	X2.7	0.856		Y.7	0.862
	X2.8	0.852		Y.8	0.880
	X2.9	0.855		Y.9	0.840
	X2.10	0.838		Y.10	0.845
				Y.11	0.838
				Y.12	0.849
				Y.13	0.856
				Y.14	0.863

Source : Validity Test Results with SPSS, 2025

Based on table 1, it displays data that contains that each statement in the variable can be declared valid because the calculated r value is greater than the table r value.

Reliability Test

This study conducted a reliability test to test the consistency of the answers given by respondents to each statement. A statement can be declared reliable if the acquisition of a value

Cronbach's Alpha is above 0.60. The following is the acquisition of the score *Cronbach's Alpha* For the variables of communication, work conflict, work discipline and employee performance, namely:

Table 3. Reliability Test Results

Yes	Variable	<i>Cronbach's Alpha</i>
1	Communication	0.956
2	Work Conflict	0.957
3	Work Discipline	0.946
4	Employee Performance	0.970

Source : Reliability Test Results with SPSS, 2025

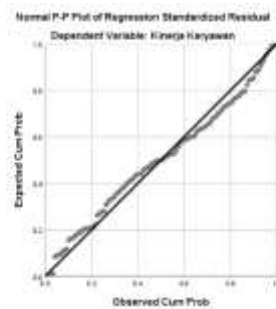
From the acquisition of value *Cronbach's Alpha* In the 4 variables above, it can be declared reliable because the value of *Cronbach's Alpha* greater than 0.60.

Classic Assumption Test

Normality Test

The distribution of questionnaires was given to 136 employees who work at PT Galuh Buana Sukses, a normality test was carried out to find out how the distribution of data was spread whether it was normal or not.

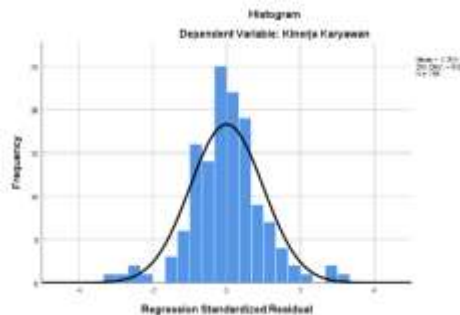
Figure 2. Normal Chart of P-Plot



Source : Results of Classical Assumption Test with SPSS, 2025

The points in figure 2 are scattered in a diagonal direction, namely from bottom to top so that this study can be declared normal.

Figure 3. Normal Chart of P-Plot



Source : Results of Classical Assumption Test with SPSS, 2025

The curve in Figure 3 is shaped like a bell which this study can be declared normal.

Table 4 Results of the One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		136
Normal Parameters, b	Mean	.0000000

	Std. Deviation	3.76960865
Most Extreme Differences	Absolute	.069
	Positive	.069
	Negative	-.056
Test Statistic		.069
Asymp. Sig. (2-tailed)		.200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Results of Classical Assumption Test with SPSS, 2025

Value acquisition *Asymp. Sig. (2-tailed)* 0.200 is greater than the significance value of 0.05 so that this study can be declared normal.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Type		Coefficient						
		Unstandardized Coefficients		Standardized Coefficients	t		Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance	VIVID
1	(Constant)	1.658	1.479		1.121	.264		
	Communication	.418	.105	.294	3.990	.000	.126	7.963
	Work Conflict	.432	.111	.302	3.900	.000	.113	8.814
	Work Discipline	.694	.118	.388	5.885	.000	.157	6.369

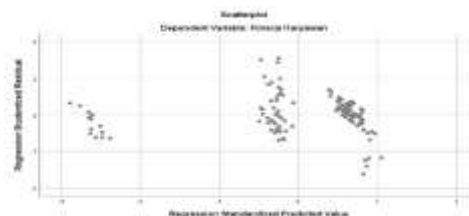
a. Dependent Variable: Employee Performance

Source : Results of Classical Assumption Test with SPSS, 2025

Seen in table 4.14, it can be concluded that the results of the multicollinearity test have a value of *tolerance* greater than >0.10 , where the *tolerance* Communication was 0.126, work conflict was 0.133, and work discipline was 0.157. The acquisition of VIF scores was also below the value of <10.00 with a communication score of 7,963, work conflict of 8,814 and work discipline of 6,369.

Heteroskedasticity Test

Figure 4. Scatterplot Chart



Source : Results of Classical Assumption Test with SPSS, 2025

The points on the scatterplot graph are spread from the x-axis to the y-axis so that this study can be stated that heteroscedasticity does not occur.

Influence Test

Linear Regression Analysis

Table 6. Results of Linear Regression Analysis Test

Coefficient	
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Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.658	1.479		1.121	.264
	Communication	.418	.105	.294	3.990	.000
	Work Conflict	.432	.111	.302	3.900	.000
	Work Discipline	.694	.118	.388	5.885	.000
a. Dependent Variable: Employee Performance						

Source : Results of influence test with SPSS, 2025

Table 6 contains information about the results of multiple linear regression testing with a constant value of 1.658. The value of the coefficient in the communication variable is 0.418, work conflict is 0.432 and work discipline is 0.694. The following is the formulation of the multiple liner regression analysis, namely:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 1.658 + 0.418 + 0.432 + 0.694$$

1. The constant value refers to the value of 1,658 which if interpreted if communication, work conflict and work discipline are valued at 0, then it is commensurate with the performance of the employee which is valued at 1,658.
2. The value of the communication variable refers to the value of 0.418, which can be interpreted if the communication faces an increase of 1%, there will be an increase in communication of 0.418 as well.
3. The value of work conflict refers to the value of 0.432, it can be interpreted that if the work conflict increases by 1%, there will be an increase in work conflicts by 0.432.
4. Work discipline refers to a value of 0.694, which can be interpreted if work discipline increases by 1%, there will be an increase in customer value of 0.694 as well.

Coefficient Determination

Table 7. Coefficient Determination Test Results

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.908	3.812
a. Predictors: (Constant), Work Discipline, Communication, Work Conflict				
b. Dependent Variable: Employee Performance				

Source : Results of influence test with SPSS, 2025

Table 7 above can be obtained information where the adjusted R square value is 0.908 compared to a percentage of 90.8% which can be explained that the impact of communication, work conflict, and work discipline on employee performance of 90.8% and 9.2% is affected by other aspects that are unknown in this study.

Hypothesis Testing

T Test

Table 8. T Test Results

Coefficient						
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.658	1.479		1.121	.264
	Communication	.418	.105	.294	3.990	.000

	Work Conflict	.432	.111	.302	3.900	.000
	Work Discipline	.694	.118	.388	5.885	.000
a. <i>Dependent Variable:</i> Employee Performance						

Source : Results of hypothesis test with SPSS, 2025

The test with as many as 136 respondents obtained a table t-value of 1,656 so that it can be described as that H1 : The communication variable had a significance value of $0.000 < 0.05$ and a calculated t value of 3,990 > from t table 1,656. So the acquisition of these values can be stated that communication variables have an influence on employee performance or H0 is rejected and H1 is accepted. H2 : The variable of work conflict has a significance value of $0.000 < 0.05$ and a calculated t value of 3,900 > from t table 1,656. Therefore, the acquisition of these values can be stated that the variable of work conflict has an influence on employee performance or H0 is rejected and H2 is accepted. H3 : The work discipline variable has a significance value of $0.000 < 0.05$ and a calculated t value of 5,885 > from t table 1,656. Therefore, the acquisition of these values can be stated that the variable of work discipline has an influence on employee performance or H0 is rejected and H3 is accepted.

Test F

Table 9. F Test Results

NEW ERA						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19381.061	3	6460.354	444.533	.000b
	Residual	1918.343	132	14.533		
	Total	21299.404	135			
a. <i>Dependent Variable:</i> Employee Performance						
b. <i>Predictors:</i> (Constant), Work Discipline, Communication, Work Conflict						

Source : Results of hypothesis test with SPSS, 2025

The test with as many as 136 respondents obtained a table f-value of 2,671 so that it can be described, that the employee performance variable has a significance value of $0.000 < 0.05$ and a calculated t value of 444,533 from t table 2,671. Therefore, the acquisition of these values can be stated that communication variables, work conflicts and work discipline have a simultaneous effect on employee performance variables.

Discussion

The Influence of Communication on Employee Performance

Communication has a very significant influence on employee performance in a company, where effective communication can increase job satisfaction which in turn improves overall employee performance. Research shows that good communication between superiors and subordinates makes it easier to convey information, coordinate tasks, and solve problems so that employees can work more productively and efficiently. The above statement can be supported by several previous studies such as those conducted by (Azwa Fauziah & Mulyadi, 2024:242), (Putra & Sunarsih, 2023:7) and (Ramadhinik Nanda Putri et al., 2023:70).

The Effect of Work Conflict on Employee Performance

Work conflicts have a significant influence on employee performance in a company, where well-managed conflicts can actually improve work quality and productivity. Studies show that work conflicts that occur regularly and in a controlled manner are able to optimize employee performance, because conflicts can trigger problem-solving and innovation that have a positive impact on work results. The above statement can be supported by several previous studies such as those conducted by (Tamara et al., 2021:401), (Ramadhinik Nanda Putri et al., 2023:70) and (Intan Pratiwi et al., 2023:4654).

The Influence of Work Discipline on Employee Performance

Work discipline has a positive and significant influence on employee performance in a company, where the higher the level of employee discipline, the better the productivity and quality of work produced. The above statement can be supported by several previous studies such as those conducted by (Tamara et al., 2021:401), (Ramadhnik Nanda Putri et al., 2023:70) and (Graicelda & Siagian, 2024:435).

The Influence of Work Communication, Work Conflicts, and Work Discipline on Employee Performance

Communication, work conflicts, and work discipline together have a significant influence on employee performance in a company. Effective communication makes it easier to convey information and coordinate, thereby increasing employee productivity and job satisfaction. Well-managed work conflicts can spark problem-solving and innovation, ultimately improving the quality of employee performance. Meanwhile, high work discipline encourages employees to adhere to rules and procedures, thus creating an orderly and efficient work environment. Research shows that communication and discipline have a strong positive influence on employee performance, so companies need to optimize all three to achieve maximum work results. The above statement can be supported by several previous studies such as those conducted by (Tamara et al., 2021:401) and (Ramadhnik Nanda Putri et al., 2023:70).

CONCLUSION

This research has the title, namely "The Influence of Communication, Work Conflict and Work Discipline on Employee Performance at PT Galuh Buana Sukses", during the process of information collection to data testing, as a researcher can make a conclusion, namely: communication as a variable X1 has a significant positive and partial influence on employee performance at PT Galuh Buana Sukses. Work conflict as an X2 variable has a significant positive and partial influence on employee performance at PT Galuh Buana Sukses. Work discipline as a variable X3 has a significant positive and partial influence on employee performance at PT Galuh Buana Sukses. Communication, work conflicts and work discipline have a simultaneous or simultaneous effect on employee performance at PT Galuh Buana Sukses.

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