The Influence of Internal Communication, Work Discipline, and Teamwork on Employee Performance at the Regional House of Representatives Office in Gowa Regency

Fitrah Indah
Universitas Muhammadiyah Makassar, Indonesia
Email: fitrahindah97@gmail.com

ABSTRACT
This study aims to determine and analyze the effect of internal communication on employee performance, work discipline on employee performance and teamwork on employee performance at the Office of the Regional House of Representatives of Gowa Regency. This type of research is quantitative research with a sample of 43 respondents using a questionnaire as data collection. The analysis used is Multiple Linear Regression Analysis using the SPSS V.24 application. The results showed that: 1. Internal communication has a positive and significant effect on employee performance, 2. Work discipline has a positive and insignificant effect on employee performance, and 3. Teamwork has a positive and significant effect on employee performance.

KEYWORDS	*Internal Communication, Work Discipline, Teamwork and Employee Performance*

INTRODUCTION

Human resource management is one of the resources that most determine the success or failure of an organization. Human resource management is a recognition of the importance of human resources or labor in the organization. Human resource management is needed to improve the usability and usability of human resources in the organization, with the aim of providing the organization with an effective work unit (Juita, 2020). Human resources always play an active and dominant role in every organization, because human resources are the plans, actors, and determinants of the realization of organizational goals, (Wibowo and Kusmiyanti, 2021).

Therefore, organizations are required to manage their human resources properly for the survival, progress and success of the organization.

A good organization is an organization that tries to improve the ability of its human resources, because this is a key factor in improving employee performance. Improved employee performance will bring progress for the organization to survive in an unstable competitive world of work. Therefore, efforts to improve employee performance are the most serious management challenge because the success of achieving organizational goals and survival, institutions depends on the quality of human resource performance contained therein (Istiantara, 2019). Employee performance has a close relationship with human resource empowerment because it is an indicator in determining how to achieve a high level of productivity in an organization. Employees with high productivity levels in an organization can produce good performance. Good performance is influenced by internal communication and work discipline (Fitisan et al, 2021). In addition, performance is also influenced by teamwork (Khaerunnisa *et al,* 2022).

Internal communication is a process of delivering messages that occur among members of the organization, extending from leaders to subordinates, leaders to leaders, and to subordinates (Suryani and Hendarwati, 2019). The results showed that internal communication has a positive and significant effect on employee performance, (Suwanto *et al.*, 2021). Then, the results of other studies show that internal communication has a positive and significant effect on employee performance, (Tafsir *et al.*, 2023). Meanwhile, there are research results conducted by (Prathomo, 2022), finding that internal communication does not have a positive and significant effect on employee performance. Then, employee performance can also be influenced by work discipline.

According to Hasibuan (2008), work discipline is a person's awareness and willingness to obey all organizational rules and social norms that apply. The relationship between work discipline and employee performance is stated by Hasibuan (2016), discipline is the sixth operative function of the most important human resource management because the better the employee's discipline, the higher the work performance he can achieve. The results showed that work discipline has a positive and significant effect on employee performance, (Juliyanti and Onsardi, 2020). The results of this study are in line with the results of research (Putra and Fernos, 2023), that work discipline has a positive and significant effect on employee performance. However, it is different from the results of research (Muna and Isnowati, 2022), that work discipline has a negative and insignificant effect on employee performance, meaning that work discipline has no effect on employee performance, and the results of research (Nasrul *et al.*, 2021), that work discipline has a positive and insignificant effect on employee performance.

Work discipline, teamwork can also affect employee performance. Teamwork is an action that must be built between employees in the organization because they have the same goal so they must work together to achieve the desired goal. Teamwork is a way of working creatively by having good communication and the ability to solve problems faced together. According to Susanti et al., (2021), that teamwork is a system of combining the work of a group supported by various expertise with clarity of purpose, and also supported by leadership and

communication to produce higher performance than individual performance. The results showed that teamwork has a positive and significant effect on employee performance (Hidayat, 2021). The results of this study are in line with (Lebi *et al.*, 2023), that teamwork has a positive and significant effect on employee performance. In addition, it is different from the results of research (Abdillah and Sari, 2023), based on the results of the study, it shows that teamwork has no significant effect on employee performance.

Based on the results of pre-research, it was found that the performance of employees in the office of the Regional People's Representative Council (DPRD) of Gowa Regency was not maximized. The Gowa Regency DPRD office is one of the organizations that cannot be separated from communication, because communication is a means of connecting between employees and leaders. However, communication in the office is not very effective, causing misunderstandings between employees in the agency, when effective communication tends to encourage better performance and job satisfaction. One of the reasons internal communication between employees/staff is not successful is due to a lack of good communication and the accumulation of work duties and responsibilities so that employees/staff sometimes cannot communicate well because of the time demands to immediately complete their respective work.

Then the work discipline at the Gowa Regency DPRD office towards the provisions of working hours is still seen by employees arriving late, not attending apples and leaving before office hours are over. Given that so far violations of the provisions of working hours are still widely tolerated by the leadership, in order to further improve employee work discipline in addition to appeals, more assertive efforts are needed such as imposing punitive sanctions on employees who violate, besides that it is also necessary for the leader to set an example to his subordinates. The application of discipline for employees is expected to improve employee performance.

Likewise, the phenomenon found in the DPRD office in Gowa Regency is the lack of cohesiveness and cooperation of employees, which makes the work done in the office sometimes not completed on time and indirectly the resulting performance is not as expected. So this needs to be a concern for agencies to improve the performance of their employees in achieving predetermined goals.

Previous research has an important role as a reference in the stages of scientific rules for conducting research, which has examined various aspects such as motivation, work environment, and internal communication on employee performance. For example, Muhammad Tafsir et al. (2023) found that motivation, work environment, and internal communication positively and significantly affect employee performance in the environmental service of Gowa Regency. In addition, research by Rahmat Hidayat (2021) shows that internal communication, work discipline, and teamwork have a positive effect on employees at PT Metalindo Elektronik Cikarang. Likewise, Ade Vidya Eryanti K., Rosnaini Daga, & Sujatmiko (2023) found that internal communication and rewards have a positive effect on employee motivation at Bank BTN KC Makassar, while Joko Prathomo, Sahwan & Wahyuni (2022) found that work discipline has a positive effect on employees at PT Bank SULTENG Tolitoli Branch. Other studies also reveal the influence of

variables such as work discipline, work motivation, and teamwork on employee performance in various industrial contexts (Prathomo, 2022; Riono and Harini, 2022). In conclusion, these studies provide an important foundation for the development of human resource management theory and practice in various organizations.

This study aims to investigate the effect of internal communication, work discipline, and teamwork on employee performance at the Office of the Regional House of Representatives of Gowa Regency. Based on the phenomena that occur and the results of research that show a significant positive effect and some insignificant negative effects, this research is relevant to be re-done. The formulation of the problem includes questions about the effect of internal communication, work discipline, and teamwork on employee performance in the office. The purpose of the study is to analyze the impact of the three variables on employee performance. The benefits of this research are theoretically expected to enrich the study of human resource management, while practically it is expected to contribute knowledge and recommendations for readers and related agencies to improve the quality of employee performance through improvements in human resource management.

RESEARCH METHOD

This research uses quantitative research methods with an Explanatory Research approach. This research aims to explain the relationship between certain variables to situations and phenomena that occur. The data collection location is the Gowa DPRD office located at Jl. Mesjid Raya No.26, Sungguminasa, Somba Opu District, Gowa Regency, South Sulawesi. The duration of the study was 2 months, which included obtaining permits, distributing questionnaires, collecting data, analyzing data, and interpreting results. The population consisted of 43 employees of the DPRD Gowa office, with all employees as the research sample. The data collection methods used were observation, documentation, and questionnaires with measurements using a Likert scale. Primary data were obtained through questionnaires, while secondary data from office documentation (Sugiyono, 2018). The variables measured in this study are internal communication, work discipline, teamwork, and employee performance, which are operationalized based on previous research. The data analysis techniques used include descriptive analysis and multiple regression analysis to test the research hypothesis. The validity and reliability of the research instruments were tested using validity and reliability tests.

RESULT AND DISCUSSION

A. Descriptive Statistical Analysis

Descriptive statistical analysis was carried out to determine the description of respondents' perceptions of the questions given in the research instrument on the variables studied. Descriptive analysis is used to analyze data in the form of numbers. The data source used from this research is 71 primary data withdrawals on all independent and dependent variables using a questionnaire. Descriptive statistical analysis by interpreting the average value

of each indicator on this research variable is intended to provide an overview of what indicators build the concept of the research model as a whole.

The basis for the interpretation of the average score used in this study refers to the score interpretation used by Schafer, Jr, (2004) as described in the following table:

Table 1. Basis for Interpretation of Item Scores in Research Variables

No.	Score Value	Interpretation
1	1,00 - 1,79	Bad/not important
2	1,80 - 2,59	Less
3	2,60 - 3,39	Simply
4	3,40 - 4,19	Good/important
5	4,20 - 5,00	Very good/Very important

Source: Modified from Schafer, Jr (2004)

This study aims to investigate the influence of three main factors namely internal communication, work discipline, and teamwork on employee performance. In-depth understanding of the variable descriptions of respondents who are the subject of research. By detailing the characteristics of respondents' answers, in-depth information was obtained about the interaction of these variables. The description of the descriptive statistical analysis of each variable is described as follows:

1. **Internal communication (X1).**

Internal communication variables are measured by three indicators, namely *Downward Communication, Upward Communication,* and *Horizontal Communication.* All indicators of this variable were developed into two statement items. Respondents' perceptions of internal communication can be seen in Table 2 below:

Table 2. Table of Frequency / Presentation of Internal Communication Variable Indicators

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1	0	0,0	0	0,0	0	0,0	35	81,4	8	18,6	4,19
X1.1.2	0	0,0	0	0,0	0	0,0	32	74,4	11	25,6	4,26
X1.1											**4,22**
X1.2.1	0	0,0	0	0,0	1	2,3	34	79,1	8	18,6	4,16
X1.2.2	0	0,0	0	0,0	1	2,3	31	72,1	11	25,6	4,23
X1.2											**4,20**
X1.3.1	0	0,0	0	0,0	1	2,3	34	79,1	8	18,6	4,16
X1.3.2	0	0,0	0	0,0	0	0,0	33	76,7	10	23,3	4,23
X1.3											**4,20**

Mean Variable Internal communication	4,21

Source: Appendix 4 (2024)

Table 2, it can be seen that the perception of the internal communication variable means that the respondents gave a very good score, this can be seen from the average value of 4.21. This means that respondents think they understand the internal communication referred to in this study and have felt the existence of good internal communication in the Gowa Regency DPRD office. The indicator that has the highest mean value of the internal communication variable is the *Downward Communication* indicator (X1.1) where this indicator has two statement items with an average value of 4.22. Furthermore, the *Upward Communication* indicator (X1.2) where this indicator has two statement items with an average value of 4.20. Then, the *Horizontal Communication* indicator (X1.3) where this indicator has two statement items with an average value of 4.20.

The mean value of 4.21 reflects employees' positive perceptions of internal communication at the Gowa Regency DPRD office, which means that the majority of respondents feel that internal communication that is implemented effectively can provide adequate information and understanding in carrying out their duties. The perception that internal communication can support good communication, clear goals and expectations, and smooth collaboration. So that this can increase productivity and quality of work.

The descriptive results reflect that internal communication has been positively assessed by respondents, with the majority of them feeling that communication is effective and adequate. This suggests that internal communication is considered an important element in the Gowa Regency DPRD office. Thus, perceptions of internal communication can support the achievement of goals and the overall well-being of the organization.

2. **Work discipline (X2)**

Work discipline variables are measured by three indicators, namely Time Discipline, Regulatory Discipline and Responsibility Discipline. The three indicators were developed into two statement items. Respondents' perceptions of work discipline can be seen in Table 3 below:

Table 3. Table of Frequency/Presentation of Work Discipline Variable Indicators

Indicator	Respondent's Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X2.1.1	0	0,0	0	0,0	23	53,5	15	34,9	5	11,6	3,58
X2.1.2	0	0,0	0	0,0	23	53,5	15	34,9	5	11,6	3,58
X2.1											**3,58**
X2.2.1	0	0,0	0	0,0	4	9,3	31	72,1	8	18,6	4,09

	1		2		3		4		5		
X2.2.2	0	0,0	0	0,0	0	0,0	31	72,1	12	27,9	4,28
X2.2											**4,19**
X2.3.1	0	0,0	0	0,0	5	11,6	31	72,1	7	16,3	4,05
X2.3.2	0	0,0	0	0,0	0	0,0	32	74,4	11	25,6	4,26
X2.3											**4,15**
Mean Work Discipline Variable											**3,97**

Source: Appendix 4 (2024)

Table 3, it can be seen that the perception of the work discipline variable can be interpreted that the respondents gave a good / important value, this can be seen from the average value of 3.97. This means that the respondents understand the work discipline intended in this study and feel that there is good work discipline enforcement. The indicator that has the highest mean value of the work discipline variable is Regulatory Discipline (X2.2), with a mean value of 4.19. Furthermore, the Responsibility Discipline indicator (X2.3) where this indicator has two statement items with an average value of 4.15. Then the Time Discipline indicator (X2.1) where this indicator has two statement items with an average value of 3.58.

This mean value of 3.97 indicates that the majority of respondents agree and give a positive assessment of the level of work discipline at the Gowa Regency DPRD office. This value reflects employees' adherence to regulations, punctuality and responsibility in the workplace. This shows that it is important to maintain and improve the level of work discipline so that it can contribute to employee productivity and effectiveness to achieve good work results.

Good work discipline tends to create an organized, efficient and productive work environment. Employees who have high work discipline can complete tasks with good quality. Respondents who give high ratings to work discipline may have a good understanding of workplace rules and policies, reflecting the effectiveness of internal communication and a clear understanding of management expectations.

3. **Teamwork (X3)**

The Teamwork variable is measured by three indicators, namely Cooperation, Trust and cohesiveness. The three indicators were developed into two statement items. Respondents' perceptions of teamwork can be seen in Table 4 below:

Table 4. Frequency/Percentage Table of Teamwork Variable Indicators

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X3.1.1	0	0,0	1	2,3	11	25,6	28	65,1	3	7,0	3,77
X3.1.2	0	0,0	0	0,0	0	0,0	37	86,0	6	14,0	4,14

Indicator										Mean
X3.1										**3,95**
X3.2.1	0	0,0	0	0,0	3	7,0	27	62,8	13	30,2	4,23
X3.2.2	0	0,0	0	0,0	0	0,0	34	79,1	9	20,9	4,21
X3.2										**4,22**
X3.3.1	0	0,0	0	0,0	1	2,3	37	86,0	5	11,6	4,09
X3.3.2	0	0,0	0	0,0	13	30,2	25	58,1	5	11,6	3,81
X3.3										**3,95**
Mean Teamwork Variable										**4,09**

Source: Appendix 4.

Table 4, it can be seen that the perception of the teamwork variable can be interpreted that the respondents give an important value, this can be seen from the average value of r 4.09. This means that the respondents understand the teamwork intended in this study and already have good teamwork. The indicator that has the highest mean value of the work team cooperation variable is Trust (X3.2), with a mean value of 4.22. Furthermore, the Cooperation indicator (X3.1) where this indicator has two statement items with an average value of 3.95. Then the Compactness indicator (X3.3) where this indicator has two statements with an average value of 3.95.

The mean value of 4.09 overall respondents gave a positive assessment of teamwork in the Gowa Regency DPRD office. This mean value indicates that the majority of respondents, with a high level of agreement, feel that teamwork in the office is effective and productive. This indicates that respondents believe teamwork helps increase productivity, innovation and effectiveness in completing tasks. Overall, this indicates that teamwork is considered an important factor in achieving good performance at the Gowa Regency DPRD office by the majority of respondents.

Teamwork allows employees to support each other, share knowledge and collaborate in completing tasks. In addition, teamwork also creates a fun and motivating work environment, which can increase employee satisfaction and engagement. Thus, teamwork not only improves individual employee performance but also the overall performance of employees in the Gowa Regency DPRD office.

4. **Employee performance (Y)**

Employee performance variables are measured by five indicators, namely Work Quality, Work Quantity, Timeliness, Effectiveness and Independence. All five indicators were developed into two statement items. Respondents' perceptions of employee performance can be seen in Table 5 below:

Table 5. Table of Frequency/Presentation of Employee Performance Variable Indicators

Indicator	Respondent Answer Score	Mean

	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y1.1.1	0	0,0	0	0,0	0	0,0	39	90,7	4	9,3	4,09
Y1.1.2	0	0,0	0	0,0	0	0,0	36	83,7	7	16,3	4,16
Y1.1											**4,13**
Y1.2.1	0	0,0	0	0,0	1	2,3	37	86,0	5	11,6	4,09
Y1.2.2	0	0,0	0	0,0	0	0,0	38	88,4	5	11,6	4,12
Y1.2											**4,10**
Y1.3.1	0	0,0	2	4,7	15	34,9	20	46,5	6	14,0	3,70
Y1.3.2	0	0,0	0	0,0	1	2,3	37	86,0	5	11,6	4,09
Y1.3											**3,90**
Y1.4.1	0	0,0	0	0,0	1	2,3	34	79,1	8	18,6	4,16
Y1.4.2	0	0,0	0	0,0	0	0,0	33	76,7	10	23,3	4,23
Y1.4											**4,20**
Y1.5.1	0	0,0	0	0,0	0	0,0	31	72,1	12	27,9	4,28
Y1.5.2	0	0,0	0	0,0	0	0,0	30	69,8	13	30,2	4,30
Y1.5											**4,29**
Mean Variable Employee performance											**4,12**

Source: Appendix 4.

Table 5, it can be seen that the perception of the employee performance variable can be interpreted that the respondents gave a good / important value, this can be seen from the average value of 4.12. This means that respondents understand and have good performance but still need and are very likely to be improved. The indicator that has the highest average value of the employee performance variable is Independence (Y1.5) where this indicator has two statement items with an average value of 4.29. Furthermore, the Effectiveness indicator (Y1.4) where this indicator has two statement items with an average value of 4.20. Furthermore, the Work Quality indicator (Y1.1) where this indicator has two statement items with an average value of 4.13. Then, the Work Quantity indicator (Y1.2) where this indicator has two statement items with an average value of 4.10. Finally, the Timeliness indicator (Y1.3) where this indicator has two statement items with an average value of 3.90.

With a high mean score of 4.12, overall respondents gave a positive assessment of employee performance. This reflects employees' positive perceptions of their performance. The majority of respondents felt that the performance of employees in the DPRD office was good and met expectations in carrying out their duties and responsibilities. The high mean score indicates that their performance can lead to increased productivity and quality of work, and help retain high quality employees.

A high assessment of employee performance can reflect the level of efficiency and effectiveness in carrying out tasks. Employees are able to complete work according to targets and achieve goals set by the work team. Aspects such as internal communication, work discipline, and teamwork that were previously rated positively can be supporting factors for employee performance. The alignment of all these variables can provide a comprehensive picture of the factors that support employee performance.

B. Analysis of Research Results

1. **Research Instrument Validity Test.**

Validity aims to determine the level of validity of the instruments used in the study. Through the validity test, it will be known whether the question items presented in the questionnaire are really able to reveal with certainty about the problem under study. The technique that can be used to test validity is item analysis, where each value on each question item in the questionnaire is correlated with the total value of all question items for a variable, using the *Product Moment* formula.

How to test the validity by using the *Product Moment* formula with a significance level of 0.05. If rxy> table then the data is valid, but if rxy < table then the data is invalid. Validity can also be known from the significance of the correlation results, if the significance of the correlation results is less than 0.05, then the test is a strong construct. Based on the data obtained in the study, the results of testing the validity of the research instruments are as follows:

Table 6. Recapitulation of Validity and Reliability Test Results

Variables	Item	r	sig.	Ket.	Reliability	Ket.
Internal communication	X1.1	0,593	0,000	Valid	0,601	Reliable
	X1.2	0,816	0,000	Valid		
	X1.3	0,708	0,000	Valid		
Work discipline	X2.1	0,876	0,000	Valid	0,712	Reliable
	X2.2	0,778	0,000	Valid		
	X2.3	0,697	0,000	Valid		
Teamwork	X3.1	0,754	0,000	Valid	0,607	Reliable
	X3.2	0,778	0,000	Valid		
	X3.3	0,704	0,000	Valid		
Employee performance	Y1.1	0,507	0,000	Valid	0,719	Reliable
	Y1.2	0,597	0,000	Valid		
	Y1.3	0,733	0,000	Valid		
	Y1.4	0,690	0,000	Valid		
	Y1.5	0,788	0,000	Valid		

Source: appendix 3 validity and reliability test results.

Based on Table 6, it can be seen that the research instruments for all items and variable indicators are valid.

2. **Research Instrument Reliability Test.**

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. A new measuring instrument can be trusted and reliable if consistent results are always obtained from unchanged measurement symptoms carried out at different times. To carry out the reliability test, the *Cronbach Alpha* technique can be used, where a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.6 or more.

Based on the results of testing the reliability of the research instruments, as shown in Table 4.7, the test results show that all research instruments are reliable. This can be seen that all the variables of this study have a reliability coefficient / alpha greater than 0.6. When the results of this reliability test are associated with the criteria for the reliability coefficient index according to Arikunto (1998), it shows that the reliability/alpha of the research instrument is high. Thus the research data is valid and suitable for testing the research hypothesis.

C. **Regression Analysis and Hypothesis Testing**

1. **Regression Analysis**

Regression analysis was carried out to prove the hypothesis proposed in this study, namely to analyze the effect between the independent variable and the dependent variable, to test the research hypothesis that had been stated earlier.

The basis for hypothesis testing in this study uses the probability value for both partial tests. In general, the hypothesis put forward in this study is as follows:

H_0 : There is no influence between the independent variable on the dependent variable

H_1 : There is an influence between the independent variable and the dependent variable

The basis for the decision is:

$P \leq 0.05$, then H_0 is rejected.

$P > 0.05$, then H_1 is accepted

This hypothesis testing is carried out using multiple linear regression statistical analysis techniques, from the processed computer results of the SPSS for Windows sub program which will be presented through significance tables, the following explanation is in accordance with the hypothesis that has been formulated.

2. **Hypothesis Testing**

Based on the empirical model proposed in this study, it can be tested on the hypothesis proposed through testing the regression coefficient. The test results in Table 7 are hypothesis testing by looking at the *p value*, if the *p value is* smaller than 0.05 then the influence between the variables is significant. The test results are presented in the following table:

Table 7. Hypothesis Testing

HIP	Independent Variable	Dependent Variable	B	Beta	*t*	*Sig*	Description
H1	Internal communication	Employee performance	0,409	0,405	3,768	0,001	Significant
H2	Work discipline	Employee performance	0,144	0,219	1,801	0,079	Not Significant
H3	Teamwork	Employee performance	0,299	0,366	2,673	0,011	Significant
R =	0,840						
R Square =	0,705						
F =	31,129						
Sig =	0,000						

Source: Appendix 5

Of the overall model of three hypothesized direct effects, two are significant and one is insignificant. The interpretation of Table 7 can be explained as follows:

a. Internal communication has a positive and significant effect on employee performance with P = 0.001 <0.05 with a coefficient value *of* 0.409, this coefficient shows that the better the internal communication that is established, the performance of employees in the DPRD Gowa Regency office will also increase.

b. Work discipline has a positive but insignificant effect on employee performance with P = 0.079> 0.05 with a coefficient value *of* 0.144, this coefficient indicates that employee discipline does not improve employee performance at the Gowa Regency DPRD office.

c. Teamwork has a positive and significant effect on employee performance with P = 0.011 <0.05 with a coefficient value of 0.299, this coefficient indicates that the better the teamwork in the DPRD Gowa Regency office, the better employee performance will be.

d. Significant F test with Sig <0.05, meaning that the model built describes the conditions at the research site or the results of this study can be generalized to the Gowa Regency DPRD office.

e. R Square produces a value of 0.705, meaning that the model built describes the conditions in the research site by 70.5% and the remaining 29.5% is a fact beyond the ability of researchers or there are still things that researchers do not include as indicators of each research variable.

3. **Classical Assumption Testing**

To obtain an unbiased and efficient estimate of a multiple regression equation, the data must meet the following classical assumption criteria:

a. Multicollinearity

Multicollinearity is a condition where there is a very high correlation between the independent variables in the regression equation. According to Gujarati (1999: 157) multicollinearity means that there is a high correlation (close to perfect) between independent variables. To detect the presence or absence of multicollinearity is done by looking at VIF *(Variance Inflating Factor),* if the VIF value is less than 5, then there is no multicollinearity in the model (Santoso, 2003 *and* Sulaiman, 2004).

Table 8. Multicollinearity Test

| Independent variable	Tolerance	VIF	Description
Internal communication	.652	1.533	Non Multicollinearity
Work discipline	.513	1.949	Non Multicollinearity
Teamwork	.403	2.482	Non Multicollinearity

Source: Appendix 5 (2024)

Based on Table 8, it is known that the VIF value does not exceed the value of 5, thus it can be concluded that there is no multicollinearity.

b. Heteroscedasticity

Heteroscedasticity will make the estimation of regression coefficients inefficient. The results of the estimation will be less than they should be. Heteroscedasticity contradicts one of the basic assumptions of linear regression, which is that the residual variation is the same for all observations or called homoscedasticity (Gujarati, 1999). Diagnosis of Heteroscedasticity can be done by looking at the residuals (*ZRESID) and the predicted variable (*ZPRED). If the distribution of points in the plot is scattered around zero (0 on the Y-axis) and does not form a particular pattern or trend line, it can be said that the model does not meet the assumptions of heteroscedasticity or the regression model is said to be qualified to predict (Santoso, 2003 and Sulaiman, 2004). Heteroscedasticity is tested using the *Scatterplot* graph. The results of the heteroscedasticity test are shown in the figure in figure 1 below:

Heteroscedasticity Test Results
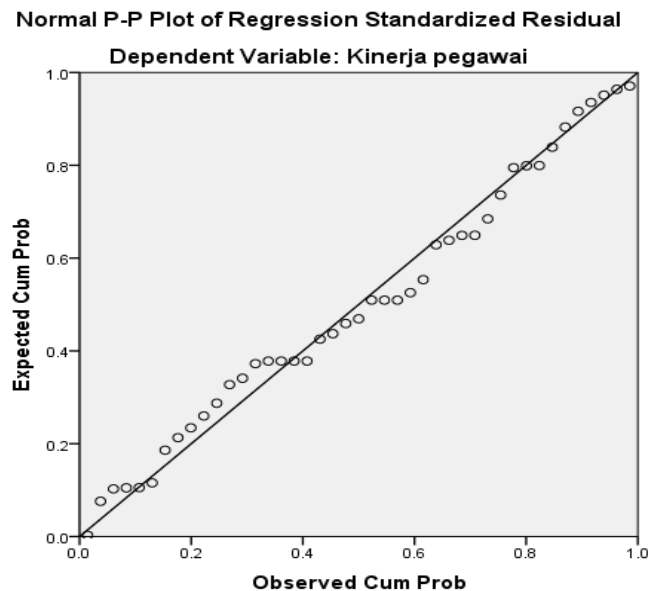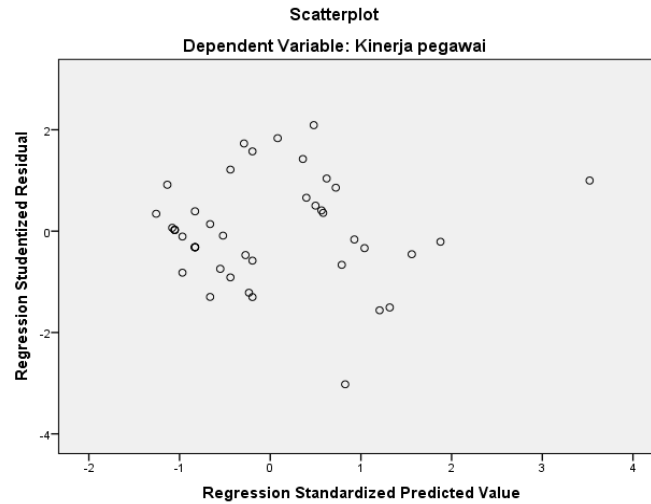

Source: appendix 5 (2024)

Based on this picture, it can be seen that there is no heteroscedasticity because there is no clear pattern and the points spread out. The basis for making this decision is:

1) If there is a certain pattern that forms a regular pattern, then heteroscedasticity occurs.
2) If there is no clear pattern and the dots spread out then there is no heteroscedasticity.

c. Normality

The normality test is used to detect whether the data distribution of the independent variable and the dependent variable is normal. The normality test is intended to see whether the data being analyzed has a residual value that is around zero (normal data) or not. If it is around zero, then the normality assumption is met, and vice versa (Yarnest, 2004). A good regression model is to have a normal or near normal data distribution. To test or detect this normality, it is known from the *normal probability plot* display. If the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model fulfills the assumption of normality. If the data spreads far from the diagonal line, the regression model fulfills the assumption of normality. If the data spreads far from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not fulfill the assumption of normality.

Based on the *normal probability plot* graph as presented in Figure 2 as follows:

Figure 4. 1. Normal Probability Plot Test

Source: appendix 5 (2024)

It can be seen that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line. So the regression model deserves further analysis.

D. Discussion

This discussion focuses on the decisions resulting from hypothesis testing, as an attempt to answer the formulation of research problems. The results of the analysis of hypothesis testing are described as follows:

1. **The influence of internal communication on employee performance.**

To answer the formulation of the problem and the first hypothesis can be observed from the results of regression analysis in Table 4.8. The table shows that internal communication has a positive and significant effect on employee performance. This shows that the better the internal communication that is established, the performance of employees in the Gowa Regency DPRD office will also increase. This finding is in accordance with the results of research conducted by Tafsir et al, (2023) showing that internal communication has a positive and significant effect on employee performance.

The results of descriptive statistics of internal communication variables show that the *downward communication* indicator is the indicator that has the highest mean value of the internal communication variable. This indicates that information and directions are more often carried out by leaders to staff or subordinates, so as to encourage the flow of information from top to bottom in the organization.

Based on the researcher's observations, the facts at the research site show that the implementation of open and effective internal communication among employees directly affects the level of employee motivation and

productivity. Employees feel supported by good and transparent communication so that they can carry out their duties well in accordance with the information and directions given by their leaders.

2. **The influence of work discipline on employee performance.**

To answer the formulation of the problem and the second hypothesis, it can be observed from the results of the regression analysis in Table 4.8. The table shows that work discipline has a positive but insignificant effect on employee performance. The findings of this study indicate that employee discipline does not improve employee performance at the Gowa Regency DPRD office. This finding is in accordance with the results of research conducted by Nasrul et al, (2021) which shows that work discipline has a positive and insignificant effect on employee performance.

The results of descriptive statistics of work discipline indicator variables show that the regulatory discipline indicator is the indicator that has the highest mean value of the work discipline variable, indicating that employees tend to have a high level of compliance with applicable regulations and feel that responsibility for their duties is their obligation.

Based on the researcher's observations, the facts at the research site show that there are still some employees who are late every day, leave the office prematurely, leave the office during working hours for personal reasons, and there are some employees who delay their work. The Regional House of Representatives of Gowa Regency already has clear rules and procedures related to work discipline, but there are still employees who are late and leave before time. Another thing that often happens in carrying out their duties is just fulfilling their duties and sometimes ignoring the rules that have been set. This indicates a lack of awareness of discipline possessed by employees which will hinder the organization in completing their work on time, so that strict and sustainable sanctions are needed in increasing awareness of discipline to employees, when employees have high discipline they will work more effectively and efficiently.

3. **Effect of Teamwork on Employee Performance**

To answer the formulation of the problem and the third hypothesis, it can be observed from the results of the regression analysis in Table 4.8. The table shows that teamwork has a positive and significant influence on employee performance. The findings of this study indicate that the better the teamwork, the better the employee performance at the Gowa Regency DPRD office. This finding is in accordance with the results of research conducted by Lebi et al, (2023) that teamwork has a positive and significant effect on employee performance.

The results of descriptive statistics of teamwork variables show that the trust indicator has the highest mean value of teamwork variables, this proves that the level of trust between team members is very high. High trust is an important aspect in building effective cooperation, strengthening collaboration, and improving overall team performance. The level of trust can also be an effective strategy in improving the efficiency and results of teamwork in the office.

Based on the researcher's observations, the facts at the research site show that employees work together effectively based on trust and dependence in preparing and finalizing session agendas, proposing policies, and in the decision-making process. Employees at the Gowa Regency DPRD office openly share information, input and are able to communicate clearly and precisely. They have effective conflict resolution mechanisms, such as open discussion, mediation or deliberation to reach an agreement that satisfies all parties.

CONCLUSION

This study concludes that internal communication has a positive and significant effect on employee performance at the Gowa Regency DPRD office. Although work discipline also has a positive effect, it is not significant on employee performance. Meanwhile, teamwork is proven to have a positive and significant effect on employee performance. Based on this conclusion, it is recommended to improve employee performance by improving internal communication through clear and open channels, communication training, and by encouraging collaboration and discussion. In addition, it is also important to strengthen work discipline by providing time management training and building a disciplined work culture. Finally, to maximize employee performance through teamwork, it is recommended to set clear goals, provide recognition for good performance, and promote effective teamwork.

REFERENCES

Abdillah, R. and Sari, E.P. (2023) 'Pengaruh kerjasama tim dan pengawasan terhadap kinerja karyawan pada PT. Indolakto Cabang Medan', *Jurnal Publikasi Ilmu Manajemen*, 2(1), pp. 170–183.

Daga, R. and Sujatmiko, S. (2023) 'Pengaruh Komunikasi Internal, Evaluasi, dan Reward terhadap Motivasi Kerja Pegawai (Studi Kasus Bank BTN KC Makassar)', *SEIKO: Journal of Management & Business*, 6(1), pp. 335–345.

Hasibuan, M.S.P. (2008) 'Manajemen sumber daya manusia'.

Hidayat, R. (2021) 'Pengaruh Komunikasi Internal, Disiplin Kerja Dan Kerjasama Tim Terhadap Kinerja Karyawan The Influence Of Internal Communication, Work Discipline And Team Work Toward Employee Performance', *Dimensi*, 10(1), pp. 58–75.

Istiantara, D.T. (2019) 'Pengembangan manajemen sumber daya manusia berbasis kompetensi guna meningkatkan kinerja pegawai dan dosen polikteknik perkeretaapian Indonesia', *Jurnal Perkeretaapian Indonesia (Indonesian Railway Journal)*, 3(2).

Juita, R. (2020) 'Manajemen Sdm Global (No. 7n9ds)', *Center for Open Science* [Preprint].

Juliyanti, B. and Onsardi, O. (2020) 'Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum (Pdam) Kota Bengkulu', *Jurnal Manajemen Modal Insani Dan Bisnis (JMMIB)*,

  1(2), pp. 183–191.

Lebi, M.S., Wellem, I. and Yulianti, M. (2023) 'Pengaruh kerjasama tim dan pengawasan terhadap kinerja pegawai di Kantor Dinas Kependudukan dan Pencatatan Sipil Kabupaten Sikka', *Jurnal Kewirausahaan dan Manajemen Bisnis: Cuan*, 1(2), pp. 133–145.

Muna, N. and Isnowati, S. (2022) 'Pengaruh disiplin kerja, motivasi kerja, dan pengembangan karir terhadap kinerja karyawan (Studi Pada PT LKM Demak Sejahtera)', *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 5(2), pp. 1119–1130.

Nasrul, H.W., Irawati, D. and Ratnasari, S.L. (2021) 'Analisis Kepuasan Kerja, Disiplin Kerja, Budaya Organisasi, Motivasi Kerja, Dan Kompensasi Terhadap Kinerja', *Jurnal Dimensi*, 10(3), pp. 555–568.

Prathomo, J. (2022) 'Pengaruh Komunikasi Internal Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Sulteng Cabang Tolitoli: The Influence Of Internal Communication And Work Discipline On Employee Performance At Pt. Bank Sulteng Tolitoli Branch', *Economics And Business Management Journal (Ebmj)*, 1(02), pp. 72–81.

Putra, G.S. and Fernos, J. (2023) 'Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Dinas Tenaga Kerja Dan Perindustrian Kota Padang', *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen dan Kewirausahaan*, 3(2), pp. 617–629.

Riono, S.B. and Harini, D. (2022) 'Pengaruh Kerja Sama Tim dan Organisasi Pembelajaran terhadap Kinerja Karyawan PT Selim Elektro', *Jurnal Ilmiah Manajemen dan Kewirausahaan*, 1(2), pp. 314–321.

Sugiyono, D. (2018) 'Metode penelitian kuatintatif, kualitatif dan R & D/Sugiyono', *Bandung: Alfabeta*, 15(2010).

Suryani, D.R. and Hendarwati, A. (2019) 'PENGARUH KOMUNIKASI INTERNAL DAN BUDAYA ORGANISASI TERHADAP PERSEPSI PERSEPSI KINERJA PEGAWAI DI DINAS PEMBERDAYAAN MASYARAKAT DAN DESA KABUPATEN WONOGIRI', *Prima Ekonomika*, 10(2), pp. 51–79.

Suwanto, S. *et al.* (2021) 'Pengaruh Komunikasi Internal Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Bagian Produksi Pt Adicipta Boga Intiprima Jakarta Pusat', *Jurnal Tadbir Peradaban*, 1(3), pp. 222–229.

Tafsir, M. *et al.* (2023) 'Pengaruh Motivasi, Lingkungan Kerja Dan Komunikasi Internal Terhadap Kinerja Pegawai', *YUME: Journal of Management*, 6(1), pp. 161–169.

Wibowo, A.S. and Kusmiyanti, K. (2021) 'Pengaruh pengembangan sumber daya manusia terhadap kinerja pegawai', *Kinerja: Jurnal Ekonomi dan Manajemen*, 18(3), pp. 330–335.