

Team Work to Improve Employee Performance Through Work Discipline on Employees of PT. Surya Madistrindo Area Operation Jember City, Indonesia

Nia Amalia Yones¹, Amiartuti Kusmaningtyas²

^{1,2}Faculty of Economics and Business, Universitas 17 Agustus 1945 Surabaya, Indonesia

Email address: amiartuti@untag-sby.ac.id

Abstract—This study investigates the impact of teamwork and work discipline on employee performance at PT. Surya Madistrindo Area Operations located in Jember City, Indonesia. A survey-based quantitative method was used, which included 60 employees from the sales department. Analysis of data was conducted using Smart PLS software. The results show that cooperation has a considerable and beneficial influence on work discipline, which subsequently affects employee performance in a positive way. Working together also enhances employee performance. The findings that support the LMX theory suggest that robust leader-member relationships ensure teamwork, enhance work discipline, and consequently boost performance. The results of the study emphasize the importance of team growth, nurturing a positive connection between leaders and members, and minimizing conflicts to enhance work discipline and productivity. This research highlights the critical significance of teamwork and discipline in improving employee performance, suggesting that companies should concentrate on fostering collaboration and discipline to successfully achieve their objectives.

Keywords— Employee Performance, Organizational Development, Teamwork, Work Discipline.

I. INTRODUCTION

In this competitive digital era, most organizations face significant challenges in sustaining and competing with the rapid rise in fierce market competition. Among various factors, the success of every organization will depend on the contribution or performance of their employees. Performance from the employees is so crucial to an organization's efficiency and productivity in achieving strategic goals and targets. Workers who can work efficiently and effectively assure business growth but also the stability and sustainability of the company in the future.

The previous literature has established some factors that influence employee performance, such as work discipline and teamwork. [1] have proven that with the implementation of good work discipline, team collaboration increases significantly and thus may improve employee performance. The view of [2] emphasizes that performance of employees can be enhanced by individual characteristics, motivation, and good teamwork. In another paper, [3] have explained that employee performance has a central role in the achievement of company goals and for that reason has become one of the strategic priorities toward improvement.

Work discipline is an important element in implementing a productive work culture. Work discipline in the explanation of

[4] has an essential influence on the improvement of employee performance. Discipline builds a focused work atmosphere, which enables employees to work consistently and achieve the target of the company more effectively. Besides this, teamwork is also very significant in encouraging harmony among individuals to complete work in the most effective and innovative ways. According to [5], the better the teamwork, the higher the performance of the employees.

In the context of this study, the leading theoretical framework for analysing how the teamwork and work discipline may impact employees' performance is that of the concept of LMX, or Leadership-Member Exchange. [6] Introduced the LMX model; it emphasizes a two-way relationship between the leader and the subordinates. The good relationship between the leaders and members of the group gives rise to good cooperation, mutually helpful, and communicative relationship that benefits the work disciplinary performance of an individual employee.

This research was carried out at PT. Surya Madistrindo Area Operation Jember City, Indonesia, which is an operating area dealing with the distribution, sales, and marketing of the products belonging to Gudang Garam within the area of Jember City and its surroundings. The distribution industry requires a high level of creativity, responsibility, and commitment on the part of employees, much like the company in question. In daily operations, teamwork is an indispensable ingredient in ensuring smooth distribution and achieving targets. Besides, work discipline is necessary to maintain punctuality and quality of service so that it can meet customer needs consistently.

With this background, the study is important in understanding how teamwork can enhance employee performance through work discipline in employees working at PT Surya Madistrindo Area Operation Jember City. This provides an in-depth insight into the companies on how to manage employee performance so that business goals are effectively achieved.

II. LITERATURE REVIEW & HYPHOTESIS DEVELOPMENT

Teamwork is a work mechanism that enables individuals to support, collaborate, and synergize expertise in order to attain common goals. According to [7], the contribution provided by the team is superior compared to the contribution of individuals separately. This proves that collaboration within

a team brings in more significant results due to the transfer of knowledge, skills, and responsibilities between members.

Effective teamwork could enhance work discipline through the clear division of roles and responsibilities. According to [8], with good collaboration, team members are able to learn from one another and develop new skills. Whenever team members feel that the responsibility is shared, they are generally more motivated to adhere to rules and deadlines. High work discipline emanates from mutual trust and commitment towards the realization of common goals.

Nevertheless, in this kind of team, it will be minimal teamwork resulting in role confusion and decreases work discipline. According to [9], disharmony in a team often results in poor implementation of tasks which badly affects the performance of both individual and organization as a whole. Therefore, the first hypothesis proposed is: H1: Team Work has an impact on Work Discipline of employees.

Work discipline refers to employees' attitudes or behaviours that will perform policies, procedures, and working standard establishment and their application [10]. It displays the ability of workers concerning being persistent on finishing their assignments quickly as set.

High work discipline influences employees' performance. According to [11], performance is the result of work that is measured by responsibilities and targets predetermined. A disciplined employee will work in a system, follow the rules, and uphold his integrity, thus increasing productivity. [12] researched and showed that employees with high discipline have better time efficiency that directly impacts the quality of work results.

Low labour discipline is definitely associated with late performance, lower-quality results of labour, and not as much trust from a team and management. Thus, the second hypothesis is: H2: Work Discipline Affects Employee Performance in Employees.

The first foundation is good team performance. [11] expounds that the performance of employees does not only depend on how each individual performs but also on how good the collaboration among team members is. If members in a team can work harmoniously, the workload can be shared, expertise utilized, and the work done more efficiently.

According to [13], with a good team, the speed of completing the work can be faster and the errors can be reduced in order to produce better results. Indeed, studies by [14] showed that good teamwork enhanced efficiency while performing tasks by up to 30% compared to when working alone. This is specifically evident in the work environment where the execution of tasks is supposed to be as swift and accurate as possible, for instance, in distribution.

On the other hand, poor collaboration has a tendency to reduce team morale and hence negatively affect target achievements. Disharmony in teamwork often characterizes conflict that is detrimental to individual and organizational productivity. Therefore, the third hypothesis is: H3: Teamwork has a bearing on Employee Performance among employees.

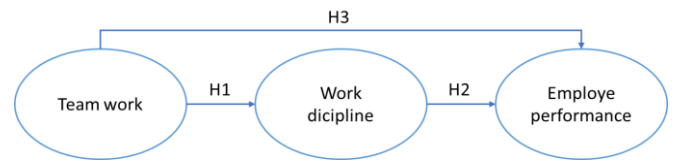


Fig. 1. Conceptual Framework.

III. METHODS

This research employs a quantitative strategy utilizing a survey technique. Data were gathered using a questionnaire aimed at assessing participants' views on the research variables. This research included 60 staff members employed in the sales division of PT. Surya Madistrindo Area Operations in Jember City served as respondents. This is a saturated sampling method in which every individual from the population that satisfies the criteria established by the research is included in the sample. Data was examined with Smart PLS software after collection to confirm that it is both reliable and valid.

The subjects of this research consist of all employees at PT. Surya Madistrindo Area Operation Jember City, with a total of 132 individuals across all divisions. The analysis is based on a research sample of 60 employees from the sales division, utilizing a saturated sampling method that encompasses all individuals relevant to the study.

In this research, the types of variables present are: The independent variable, Teamwork, is evaluated using several indicators: emphasis on outcomes, motivation in work, collaboration among members, and cooperation in completing tasks. The mediating variable is Work Discipline, represented as Z and evaluated through these indicators: attendance, alertness or awareness, adherence to rules, and work ethics. The dependent variable, Employee Performance, is assessed through the indicators of skill, accountability, timeliness, and autonomy. Data analysis employed Path Analysis methodology utilizing Smart PLS software. Data analysis in Smart PLS involves two primary stages: The Outer Model and the Inner Model. In the phase of the Outer Model, the indicators' validity and reliability are assessed through various measures, including: Convergent Validity with a loading factor value > 0.7 or a minimum of 0.5 is acceptable; Discriminant Validity with AVE > 0.5 ; Composite Reliability with a figure > 0.7 or at least 0.6. In the meantime, the Inner Model is employed to examine the connections among research variables to determine the significant impact they have on one another.

IV. RESULTS

The analysis technique used in this study is Path Analysis, with the help of Smart PLS software version 4.

A. Outer Model

Convergent Validity

Convergent validity is assessed by analyzing the outer loading value of every indicator related to the research variable. The following is a figure showing the results of the outer loading, which is used to evaluate the convergent validity of each indicator.

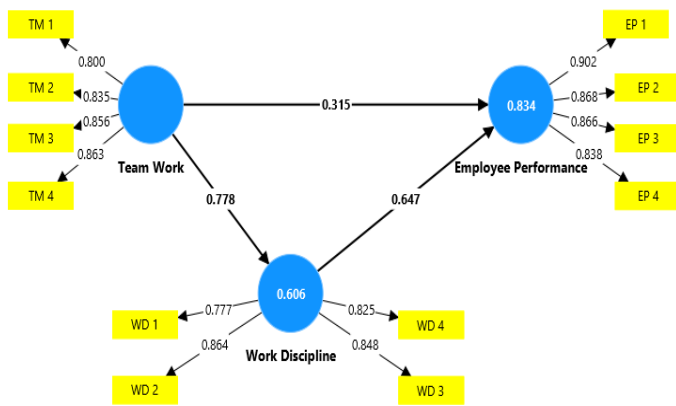


Fig. 2. Outer loading values in PLS diagram

Figure 2 shows that the variables team work, work discipline and employee performance have loading factor values > 0.7 which indicates that these indicators are valid. This is in accordance with [15].

Discriminant Validity

This examination is carried out to confirm that the indicators within each variable possess a greater value than those in the other variables [15], which can be seen in the Cross-Loading table. In addition, the AVE value for each construct must be greater than 0.50, which can be found in the AVE table.

TABLE I. Cross Loading Value

Variable	Team Work	Work Discipline	Employee Performance
TM 1	0.800	0.625	0.648
TM 2	0.835	0.645	0.687
TM 3	0.856	0.664	0.705
TM 4	0.863	0.676	0.703
WD 1	0.663	0.777	0.687
WD 2	0.592	0.864	0.782
WD 3	0.715	0.848	0.802
WD 4	0.603	0.825	0.675
EP 1	0.719	0.835	0.902
EP 2	0.783	0.767	0.868
EP 3	0.689	0.751	0.866
EP 4	0.648	0.742	0.838

Table 1 can be observed that each indicator shows the highest value on the variable compared to other variables. This shows that each indicator has good discriminant validity.

TABLE 2. AVE Value

Variable	AVE
Team Work	0.703
Work Discipline	0.688
Employee Performance	0.755

Table 2 can be observed that the variables team work, work discipline and employee performance have AVE values >0.50. It can be concluded that the three variables have met the validity standards set in this study [15].

Construct Reliability

The construct reliability test is conducted by measuring using composite reliability, which is anticipated to hold a

value above 0.60, and Cronbach's alpha that ought to exceed 0.70. The subsequent results of composite reliability and Cronbach's alpha tests were acquired via Smart PLS.

TABLE 3. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite Reliability
Team Work	0.859	0.905
Work Discipline	0.848	0.898
Employee Performance	0.892	0.925

Table 3 indicates that, according to Smart PLS output, every construct has composite reliability scores exceeding 0.60 and Cronbach's alpha greater than 0.70. Consequently, it can be determined that these variables exhibit strong reliability [16].

B. Inner Model

R-Square Test

The R-Square value according to [15] can be categorized with 0.67 or more indicating strong results, between 0.33 to 0.66 indicating moderate results, and below 0.19 indicating weak results. The following is a table showing the results of this R-Square analysis.

TABLE 4. R-Square

Variable	R-Square	Indication
Work Discipline	0.599	Moderate
Employee Performance	0.828	Strong

The R-Square value for the work discipline variable is 0.599, indicating a moderate level. This indicates that 59.9% of work discipline is affected by collaboration, while the other 40.1% is impacted by different factors. The R-Square value for the employee performance variable is 0.828, indicating a strong correlation. This indicates that 82.8% of employee performance is affected by teamwork and work discipline, whereas the other 17.2% is impacted by different factors. This value suggests that employees with strong discipline and effective teamwork typically demonstrate high performance.

Hypothesis Testing

Assessing the significant influence of the relationship between variables is done by ensuring that the t-statistic exceeds 1.96, the p-value is less than 0.05, and the higher the original sample, the greater the influence. This can be observed in the Path Coefficient table from the following Smart PLS output.

TABLE 5. Path Coefficient

Variable	Original Sample	T-Statistic	P-Values
Teamwork → Work Discipline	0.778	12.427	0.000
Work Discipline → Employee Performance	0.647	5.198	0.000
Teamwork → Employee Performance	0.315	2.419	0.016

The initial hypothesis examining the impact of team work on work discipline reveals a P-value of 0.000, which is less than 0.05, alongside a T-statistic of 12.427 that exceeds 1.96. This suggests that the influence of team work on work discipline is significant, with an effect size of 0.778, indicating that team work positively and significantly affects work

discipline. Therefore, hypothesis 1 is acknowledged.

The second hypothesis examining the impact of work discipline on employee performance reveals a P-value of 0.000, which is less than 0.05, and a T-statistic of 5.198, exceeding 1.96. This suggests that work discipline significantly affects employee performance, with an effect size of 0.647, indicating that work discipline positively influences employee performance. Thus, hypothesis 2 is confirmed.

The third hypothesis examining the impact of teamwork on employee performance reveals a P-value of 0.016, which is less than 0.05, and T-statistics of 2.419, exceeding 1.96. This suggests that teamwork significantly affects employee performance, with an influence magnitude of 0.315, indicating that teamwork positively and significantly impacts employee performance. Consequently, hypothesis 3 is validated.

V. DISCUSSION

Teamwork Affects Work Discipline

Test result work discipline is positively and significantly influenced by teamwork, shown from the P value is 0.000 (< 0.05) and T-statistic is 12.427 (> 1.96). While coefficient of effect 0.778 means teamwork increases the work discipline substantially.

The above finding also goes in line with research by [8] that states that good collaboration in the team may enhance learning between members, increases the sense of shared responsibility, and encourages adherence to rules. In instances where the roles are well divided, team members are more likely to be motivated in observing deadlines and work procedures.

[9] further indicated that the sharing of knowledge and skills during teamwork results in work coordination. Inversely, an absence of teamwork can create confusion about what to do; this has, therefore, been known to cause indiscipline in one's area of operation. Thus, teamwork for the purposes of this research acts as an influential variable resulting in a coordinated work environment and highly disciplined personnel.

This explanation also justifies the LMX theory, which says that the good and supportive relationship between the leaders and team members will create a more harmonious and collaborative work atmosphere. The sense of appreciation and being given enough attention by the leader may raise the sense of responsibility which eventually affects work discipline in a positive way.

The finding shows that good Team Work not only creates effective cooperation but also improves work discipline. Leaders who actively build good communication and support each other between team members make each individual feel that they have a shared responsibility. This will motivate team members to be more disciplined in completing tasks.

Work Discipline Affects Employee Performance

From this, it is concluded that work discipline positively and significantly influences the performance of the employees because the p-value is 0.000 (< 0.05) while the T statistic is 5.198 (> 1.96). This infers that the influencing coefficient is 0.647; if employees are highly disciplined, their performance

will be good.

The result of the analysis also supports [11], who has addressed that disciplined employees perform jobs in accordance with what was predetermined in the form of standards and targets. High discipline also maintains productivity by enhancing integrity among employees in terms of work procedures.

This is supported by the findings of [12], that with high work discipline, time efficiency will increase and the quality of work results will follow. Vice versa, low working discipline negatively affects the timely completion of tasks, poor quality of work output, and erosion of confidence from the leadership. Therefore, improving working discipline is one step that can support optimal performance.

This explanation gives grounds for the Leader Member Exchange (LMX) theory, emphasizing how leaders giving trust and support can thus strengthen a good relationship with employees. This good relationship influences the employee to demonstrate high work discipline, considered an important factor for improving employee performance. When appreciated and supported, the motivation of employees increases to achieve the set work standards and make contributions towards the realization of organizational goals.

This finding suggests that good work discipline reflects employee commitment to the tasks given. The leader's support for more disciplined employees enhances work relationships, which in turn will motivate employees to improve their work performance.

Teamwork Affects Employee Performance

Teamwork is positively affecting employee performance, as noted, with a significant level of 0.016 (< 0.05) and a T-statistic of 2.419 (> 1.96). Having a coefficient effect of 0.315, teamwork contributes to an improved performance of employees, though it is lower in its effect compared to work discipline.

This study is in line with the study of [13], which emphasizes that effective teams are able to complete tasks faster and with lower error rates. [14] also showed that good teamwork can increase efficiency by up to 30%, especially in a work environment with demands for fast and accurate task completion.

On the other hand, it is stated that conflict in the team reduces morale within members and hampers the achievement of set targets [9]. The case shows that harmony is an important factor in bringing forth good performance in teams. This will in turn influence better individual and organizational productivity when the teamwork is well managed.

This explanation gives credibility to the LMX theory, which explains a good relationship between leaders and team members. Where the leaders support and give trust, it provides value to the team member, motivating him or her to work with other colleagues in a better way. It, in turn brings improvements in individual and team performances and helps employees to increase their performances.

This finding would mean that effective teamwork brings not only good cooperation but also an increase in employee performance. If team members support each other when

working to achieve a specific goal, this will be executed faster, better in quality, and will give a push to increasing performance among employees.

Implication

The implication of these findings is that organizations should invest in team development and teamwork to improve work discipline. Besides, there is a need to develop a supportive leader-member relationship to facilitate improvement in discipline and performance. Organizations should avoid conflict in teams as part of ensuring teamwork to realize the goals of an organization.

VI. CONCLUSION

This research investigates the effects of teamwork and work discipline on employees' performance. The result indicates that teamwork significantly has a positive effect on work discipline with a coefficient of 0.778 and can be interpreted as having a strong influence. According to the LMX theory, solid leader-member relationships improve discipline and collaboration. Work discipline has also been found to have a significant effect on employee performance, with a coefficient of 0.647. Again, LMX theory underlines that leader support and trust boost employee discipline, thereby increasing performance. In addition, teamwork contributes to increasing employee's performance with a coefficient of 0.315. Again, LMX theory supports the role of leader support in increasing effective teamwork and, therefore, enhancing performance.

VII. REKOMENDATION

Organizations should enhance teamwork development through training and activities that increase collaboration to improve work discipline and employee performance. The leaders have to build supportive relationships and give appreciation in order to inspire work discipline. Create open and harmonious communication in order to avoid conflict within the team. Besides, implement programs that enhance a sense of shared responsibility within the team so that attaining organizational targets can be effectively and efficiently reached.

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