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# The Influence Of Teamwork, Work Communication, And Work Discipline On Employee Performance At PT. Bahtera Bahari Shipyard, Batam

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**Abstract.** This study aims to determine the effect of teamwork, work communication, and work discipline on employee performance. The research employs a quantitative approach using a survey method. Quantitative analysis was applied to analyze the collected data. The population in this study consists of all employees of PT. Bahtera Bahari Shipyard Batam, totaling 61 people. In testing the hypothesis regarding whether the teamwork variable has an effect on employee performance, since the calculated t-value (3,918) > t-table (2,029), therefore, Ho is rejected and H1 is accepted. This means that the regression coefficient is significant, or in other words, the Teamwork variable has an influence on Employee Performance. In testing the hypothesis regarding whether the Work Communication variable affects Employee Performance, since the calculated t-value (4,459) > t-table (2,029), therefore, Ho is rejected and H1 is accepted. This means that the regression coefficient is significant, or in other words, the Work Communication variable has an influence on Employee Performance. In testing the hypothesis regarding whether the Work Discipline variable affects Employee Performance, since the calculated t-value (6,092) > t-table (2,029), therefore, Ho is rejected and H1 is accepted. This means that the regression coefficient is significant, or in other words, the Work Discipline variable has an influence on Employee Performance. In testing the hypothesis regarding whether the Teamwork variable (X1), Work Communication (X2) dan Work Discipline (X3) employees simultaneously have an influence on employee performance. The ANOVA test produced a value of F value of 12,605 > F table 2,88 with a significance level (probability value) of 0,05. F value > F table, therefore Ho is rejected and H1 is accepted. Thus, the regression coefficients of Teamwork (X1), Work Communication (X2), and Work Discipline (X3) simultaneously have a significant effect on the Employee Performance variable (Y).

**Keywords:** Work Communication, Work Discipline, Employee Performance, Human Resources Management

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## 1. INTRODUCTION

Humans are the most important resource in an organization to achieve predetermined goals. Human resources play a crucial role in organizational performance, as the quality of human resources is the key to the success of the organization itself. There are many factors that influence employee performance, one of the most important being organizational communication, because essentially humans are social beings who must communicate in order to live their daily lives. Teamwork is also essential, as every organization requires cooperation to ensure that tasks can be completed optimally.

The role of performance is that it represents the actual behavior displayed by each individual as a work achievement produced by employees in accordance with their roles in the company. The sustainability of an organization can be maintained if the quality of its employees is given proper attention, considering that employees are valuable assets as the drivers and implementers of organizational operations.

An organization requires support from its members in the form of work performance reform to achieve its established goals. Work performance, or work achievement (performance), in this context refers more to concrete and measurable results within the organization. This is important, since employee responsibility will directly affect organizational responsibility, which in turn leads to the achievement of organizational goals. Performance management is a process that aims to align organizational objectives with individual goals, so that both are synchronized.

Performance is also an action or the completion of tasks within a certain period that can be measured. To achieve company objectives, many elements play an important role, such as leadership. If available resources are not properly managed, the goals set will not be achieved. Therefore, leadership becomes essential, as leaders exercise authority and leadership to accomplish shared objectives.

Teamwork has become a necessity for achieving work success. Team cooperation serves as a driving force that provides energy and synergy for individuals involved. Without effective teamwork, brilliant ideas will not emerge.

However, problems often arise in relation to teamwork, such as employees being less cohesive in completing assigned tasks. They tend to work individually, not assisting one another, preferring to complete only their own tasks while ignoring whether other team members have finished theirs. They appear indifferent, not offering help, and show a lack of contribution and effort toward maximizing collective performance.

In the workplace, both employees and leaders are inseparable from communication, which connects them in carrying out their respective tasks. Communication is a fundamental need for everyone to socialize with others.

It is unimaginable for a company to operate without communication among its members, as this would lead to miscommunication and disrupt workflow.

Effective communication requires the transmission of information and certain skills from both the sender and the receiver. These skills include reading, writing, listening, speaking, and others. Work discipline is a tool used by

to communicate with employees so that they are willing to change certain behaviors, as well as an effort to increase awareness and willingness to comply with all company regulations and prevailing social norms.

Employee discipline at PT. Bahtera Bahari Shipyard, Batam requires proper communication tools, especially when it comes to giving specific warnings to employees who are reluctant to change their attitudes and behaviors.

The enforcement of discipline is generally carried out by supervisors, whose role is not only to remind employees about rules and procedures but also to encourage them to improve their awareness. Awareness itself refers to an employee's willingness to voluntarily comply with all organizational rules and to recognize their duties and responsibilities without the need for constant supervision.

Based on the background described above, the researcher is motivated to conduct a study entitled: "The Influence of Teamwork, Work Communication, and Work Discipline on Employee Performance at PT. Bahtera Bahari Shipyard, Batam."

#### Problem Identification :

1. Teamwork has not yet been optimized, resulting in a decline in employee performance at PT. Bahtera Bahari Shipyard.
2. The existing work culture needs to be further optimized in order to positively influence employee performance at PT. Bahtera Bahari Shipyard.

3. Work communication established by management has not been effective enough to significantly influence employee performance at PT. Bahtera Bahari Shipyard.
4. Low employee discipline has the potential to negatively affect employee performance at PT. Bahtera Bahari Shipyard.
5. The lack of education and training provided to employees may hinder the improvement of employee performance at PT. Bahtera Bahari Shipyard.
6. The distribution of employee incentives must be based on fairness in order to encourage improvements in employee performance at PT. Bahtera Bahari Shipyard.

In conducting research, which requires considerable time and cost, this study is limited to examining the variables of Teamwork (X1), Work Communication (X2), and Work Discipline (X3) on Employee Performance (Y) at PT. Bahtera Bahari Shipyard, both individually and simultaneously.

Based on the background of the problem that has been described above, the research questions can be formulated as follows:

1. Does Teamwork have an effect on Employee Performance at PT. Bahtera Bahari Shipyard, Batam?
2. Does Work Communication have an effect on Employee Performance at PT. Bahtera Bahari Shipyard, Batam?
3. Does Work Discipline have an effect on Employee Performance at PT. Bahtera Bahari Shipyard, Batam?
4. Do Teamwork, Work Communication, and Work Discipline simultaneously have an effect on Employee Performance at PT. Bahtera Bahari Shipyard, Batam?

## 2. LITERATURE REVIEW

Performance is the outcome achieved by an individual according to the standards applicable to the relevant job. It represents a record of the results produced from the functions of a particular employee or activities carried out within a specific period. In this sense, performance can be regarded as the output achieved by a person in accordance with the benchmarks set for the job. Individual performance serves as the foundation for organizational performance.

One of the most important factors in the success of an organization is the presence of employees who are competent, skilled, and highly motivated, thus enabling the achievement of satisfying work outcomes. However, in practice, not all employees possess the expected level of competence, skills, or motivation. An employee may demonstrate the required ability but lack sufficient work motivation, leading to performance outcomes that fall short of organizational expectations [1].

According to Khotimah et al. [2], performance is a predetermined standard used as evidence that an individual has made maximum effort. Such effort serves as an indicator of a person's potential, which may be further developed in order to assume greater responsibilities. These indicators include work quality, speed and accuracy, initiative, and teamwork ability. Performance, therefore, can be defined as the quantitative and qualitative results achieved by an employee in completing assigned tasks in line with their responsibilities.

Similarly, Mangkunegara [3] defines employee performance as the quality and quantity of work accomplished by an individual in carrying out their duties in accordance with their responsibilities.

From these definitions, it can be concluded that performance refers to the achievements of an individual or group in completing assigned tasks and responsibilities. Essentially, employee performance reflects the work results during a certain period when compared with predetermined standards, targets, or criteria agreed upon within the organization.

Teamwork (Kerjasama Tim) refers to the degree of identification of team members with their work, their willingness to participate and collaborate, and the integration of thoughts to achieve the set targets.

Bowo and Andy [4] emphasize that collaboration must generate mutual benefits for all parties involved. Cooperation will not be sustained if any party is disadvantaged in the process. To achieve mutual benefits, effective communication and a shared understanding of common goals are required. Teamwork, therefore, is a form of social interaction.

West in Hatta [5] highlights that research has demonstrated how group collaboration leads to greater efficiency and effectiveness compared to individual work. Similarly, Andrew Carnegie in Kaswan [6] defines teamwork as the ability to work together toward a shared vision by aligning individual achievements with organizational goals. He further notes that teamwork acts as the fuel that enables ordinary people to achieve extraordinary results.

Linden in Kaswan [6] explains that the essence of collaboration lies in its very term: co-labor, joint effort, and ownership. Collaboration occurs when individuals from different units of an organization jointly produce outcomes by sharing efforts, resources, decision-making, and ownership of the final product or service.

Work Communication is the process of delivering messages or symbols containing meaning from a communicator to a communicant with specific objectives. Communication is essentially a process in which meaning is constructed and interpreted, depending on the understanding and perception of the communicant. Thus, communication is effective only when all parties involved share a similar perception of the symbols conveyed.

In the workplace, communication plays a crucial role in linking employees with their leaders to ensure tasks are effectively carried out. Communication is essential for human interaction and socialization, as it would be impossible to imagine an organization functioning without it. Without communication, tasks would become fragmented, leading to misunderstandings and poor coordination, which in turn negatively impact performance.

Effective workplace communication requires not only the transfer of information but also specific skills from both the sender and receiver. These skills include reading, writing, listening, speaking, and interpreting messages. Furthermore, achieving organizational goals does not rely solely on effective communication but also on maintaining healthy working relationships between superiors and subordinates.

However, conflicts within organizations whether between individuals, groups, or between individuals and groups are often inevitable. Such conflicts, if not well managed, can significantly reduce employee performance and hinder the achievement of organizational objectives.

According to Wibowo [7], communication is a process within organizational management to ensure that both management and employees remain informed about various relevant matters.

Meanwhile, Haryani [8] defines communication as a process in which a person (the communicator) sends stimuli (usually through verbal symbols) to influence or change the behavior of another person (the communicant).

Similarly, Mangkunegara [3] describes communication as the transfer of information, ideas, and understanding from one individual to another, so that the recipient can interpret it according to the intended purpose.

Supardi [9] interprets communication as an effort to encourage others to interpret opinions in the way intended by the person expressing those opinions. Through communication, it is expected that common ground and mutual understanding can be achieved. Communication has a broader meaning than merely speaking or writing something; it also encompasses understanding.

From the definitions above, it can be concluded that communication is a process in which an individual conveys messages or information to others in their activities.

Effective communication minimizes the occurrence of misunderstandings between parties. Clear information helps both employees and managers carry out their respective tasks more effectively. When tasks are executed well and optimally, it has a positive impact that ultimately benefits the company.

Discipline is one of the most important functions of human resource management. Good work discipline reflects an individual's sense of responsibility towards the tasks assigned to them, as they comply with all organizational rules. Discussions on discipline are often framed in a negative context, as it is frequently associated with sanctions or penalties such as being late for work. Without proper employee discipline, it is difficult for an organization to achieve optimal results. Therefore, work discipline is crucial for a company.

Discipline serves as the foundation of success in achieving organizational goals. Its implementation within an organization ensures that all employees willingly comply with and obey the established regulations without coercion.

According to Sutrisno [10], "Work discipline is an attitude of respect towards company rules and regulations within employees, enabling them to willingly adjust themselves to the organization's standards."

Meanwhile, Hasibuan [11] states, "Work discipline is an individual's awareness and willingness to comply with all company rules and prevailing norms."

Furthermore, Mangkunegara [12] defines work discipline as "an individual's attitude and willingness to comply with and adhere to the norms and rules applicable within their environment."

Based on the definitions provided by several scholars, it can be concluded that work discipline is an attitude and behavior aimed at obeying all organizational regulations, driven by self-awareness to conform to company rules and standards, without coercion from any party.

## **Populations and Sample**

According to Arikunto [13], a population is the entire subject of research. If a researcher intends to examine all elements within the research area, then the study is considered a population study.

The population in this research consists of all employees of PT. Bahtera Bahari Shipyard, Batam. Since the population in 2023 is relatively small, totaling only 61 employees, the researcher determined the sample using Purposive Random Sampling, in which the elements included in the sample are intentionally selected, provided that they are representative of the population.

According to Sugiyono [14], saturated sampling (census sampling) is a sampling technique in which all members of the population are used as the sample. In this study, the sampling technique applied is saturated sampling, meaning that the entire population is used as the sample.

Therefore, since the total population consists of only 61 employees, the researcher decided to include all of them as respondents in this study.

### 3. RESEARCH METHODOLOGY

This study employs a quantitative method with the aim of obtaining numerical data that can be statistically analyzed. This approach enables the researcher to systematically measure the influence, relationships, and comparisons among variables, based on data collected through questionnaires distributed to respondents.

### 4. RESULTS AND DISCUSSION

The validity test is an instrument used to measure whether a questionnaire is valid or not. A questionnaire is considered valid if the questions within it are able to reveal or measure what is intended to be measured. The validity test can be carried out by calculating the correlation between the score of each question item and the total score (Ghozali, 2017:133). The correlation calculation is performed with the assistance of SPSS software, version 25.00. Validity Testing Criteria: Valid = Sig (Probability) < 0.05  
Not Valid = Sig (Probability) > 0.05

**Table 1.** Validity test of Workteam (X<sub>1</sub>)

<i>Pertanyaan</i>	<i>Nilai Korelasi</i>	<i>Probabilitas</i>	<i>Keterangan</i>
1	0,654	0,000 < 0,05	Valid
2	0,772	0,000 < 0,05	Valid
3	0,650	0,000 < 0,05	Valid
4	0,611	0,000 < 0,05	Valid
5	0,651	0,000 < 0,05	Valid

*Sumber : Spss 25.0*

**Table 2.** Validity test of Work Communication (X<sub>2</sub>)

<i>Pertanyaan</i>	<i>Nilai Korelasi</i>	<i>Probabilitas</i>	<i>Keterangan</i>
1	0,645	0,000 < 0,05	Valid
2	0,623	0,000 < 0,05	Valid
3	0,660	0,000 < 0,05	Valid
4	0,593	0,000 < 0,05	Valid
5	0,637	0,000 < 0,05	Valid

*Sumber : Spss 25.0*

**Table 3.** Validity test of Work Discipline (X<sub>3</sub>)

<i>Pertanyaan</i>	<i>Nilai Korelasi</i>	<i>Probabilitas</i>	<i>Keterangan</i>
1	0,668	0,000 < 0,05	Valid
2	0,562	0,000 < 0,05	Valid
3	0,753	0,000 < 0,05	Valid
4	0,677	0,000 < 0,05	Valid
5	0,570	0,000 < 0,05	Valid

*Sumber : Spss 25.0*

**Table 4.** Validity test of Employee Performance (Y)

<i>Pertanyaan</i>	<i>Nilai Korelasi</i>	<i>Probabilitas</i>	<i>Keterangan</i>
1	0,612	0,000 < 0,05	Valid
2	0,602	0,000 < 0,05	Valid
3	0,651	0,000 < 0,05	Valid
4	0,640	0,000 < 0,05	Valid
5	0,600	0,000 < 0,05	Valid

*Sumber : Spss 25.0*

From all the questions posed by the researcher, consisting of 20 questions from 3 independent variables and 1 dependent variable, with each variable containing 5 questions, the results showed that all questionnaire items were declared VALID. Thus, all of these questionnaire items can be properly processed. Items that are not valid have a Sig (Probability) value above 0.05, while valid items have a Sig (Probability) value below 0.05, in accordance with the standard criteria mentioned above (SPSS output for validity testing is attached).

Reliability testing refers to the extent to which an instrument can be trusted to serve as a data collection tool because the instrument is considered reliable. A good instrument does not lead employees toward selecting specific answers. A reliable instrument will produce data that can also be trusted. If the data truly reflects reality, then no matter how many times it is measured, the results will remain consistent. Reliability means being dependable and therefore trustworthy [16].

A research instrument is considered reliable if it has an alpha value greater than 0.60. To test the reliability of the instrument, the Cronbach's Alpha reliability coefficient is used, with calculations conducted using the reliability procedure in the SPSS for Version 25.00 software package.

From all the questions posed by the researcher, consisting of 20 questions from 3 independent variables and 1 dependent variable, with each variable containing 5 questions, the results indicated that all questionnaire items were declared RELIABLE.

**Table 5.** Instrument Reliability Test

<i>No</i>	<i>Variabel</i>	<i>Nilai Reliabilitas (Cronbach' Alpha)</i>	<i>Parameter Tabel</i>	<i>Keterangan</i>
1	Kerjasama Tim	0,690	0,60	Reliabel
2	Komunikasi Kerja	0,658	0,60	Reliabel
3	Disiplin Kerja	0,701	0,60	Reliabel
4	Kinerja Karyawan	0,766	0,60	Reliabel

*Sumber : Spss 25.00*

**Table 6.** T-Test for X1 (Teamwork) on Y (Employee Performance)

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	19.376	3.019		6.418	.000
	Kerjasama	.130	.141	.151	3.918	.365

a. Dependent Variable: Kinerja Karyawan

This section describes the regression equation to determine the constant value and to test the significance of the regression coefficient. The regression equation is formulated as follows:

$$Y = a + bX$$

Where:

- **Y** = Employee Performance
- **X1** = Teamwork
- **a** = constant, in this study 19.376
- **b** = regression coefficient, in this study 0.130

Based on the data above, the regression equation is:

$$Y = 19.376 + 0.130X$$

The t-test is used to examine the significance of the constant and the Teamwork (X1) variable on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.

### Hypotheses:

- **H0** = the regression coefficient is not significant (there is no significant relationship between the independent variable X and the dependent variable Y)
- **H1** = the regression coefficient is significant (there is a significant relationship between the independent variable X and the dependent variable Y)

### Decision rule:

- If t-count < t-table, then H0 is accepted
- If t-count > t-table, then H0 is rejected

### Calculation:

- t-count = 3.918
- To determine t-table, use the following criteria:

- $\alpha = 0.05 \rightarrow 0.05/2 = 0.025$
- Degree of Freedom (DF) = (number of data – 2) = 61 – 2 = 59
- t-table = 2.029 (from t-distribution table)

Since t-count (3.918) > t-table (2.029), H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This indicates that the regression coefficient is significant, meaning that Teamwork (X<sub>1</sub>) has a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.

**Table 7.** T-Test for X<sub>2</sub> (Work Communication) on Y (Employee Performance) Coefficients<sup>a</sup>

		Unstandardized		Standard		
		Coefficients		Coefficients		
		Std.				
		B	Error	Beta	t	Sig.
1	(Constant)	23.667	3.362		7.039	.000
	Komunikasi Kerja	.472	.158	.376	4.459	.009

a. Dependent Variable: Kinerja Karyawan

This section describes the regression equation to determine the constant value and to test the significance of the regression coefficient. The regression equation is formulated as follows:

$$Y = a + bX$$

Where:

- **Y** = Employee Performance
- **X** = Work Communication
- **a** = constant value, in this study 23.667
- **b** = regression coefficient, in this study 0.472

Based on the data above, the regression equation is:

$$Y = 23.667 + 0.472X$$

#### Decision Rule:

- If t-count < t-table, then H<sub>0</sub> is accepted
- If t-count > t-table, then H<sub>0</sub> is rejected

#### Calculation:

- t-count = 4.459
- To determine t-table, the following criteria are used:
  - $\alpha = 0.05 \rightarrow 0.05 / 2 = 0.025$
  - Degree of Freedom (DF) = (number of data – 2) = 61 – 2 = 59
  - t-table = 2.029

Since t-count (4.459) > t-table (2.029), H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This indicates that the regression coefficient is significant, meaning that Work Communication (X<sub>2</sub>) has a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.

Table 8. T-Test for X<sub>3</sub> (Work Discipline) on Y (Employee Performance)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	5.659	2.715		2.084	.044
	Disiplin Kerja	.752	.124	.712	6.092	.000

a. Dependent Variable: Kinerja Karyawan

This section presents the regression equation to determine the constant value and to test the significance of the regression coefficient for the independent variable Work Discipline (X<sub>3</sub>) on the dependent variable Employee Performance (Y). The regression equation is as follows:

$$Y = a + bX_3$$

Where:

- **Y** = Employee Performance
- **X<sub>3</sub>** = Work Discipline
- **a** = constant value, in this study 21.981
- **b** = regression coefficient, in this study 0.321

Based on the data above, the regression equation is:

$$Y = 21.981 + 0.321X_3$$

If t-count < t-table, then H<sub>0</sub> is accepted

- If t-count > t-table, then H<sub>0</sub> is rejected

#### Calculation:

- t-count = 3.765
- To determine t-table, the following criteria are applied:
  - $\alpha = 0.05 \rightarrow 0.05 / 2 = 0.025$
  - Degree of Freedom (DF) = (number of data – 2) = 61 – 2 = 59
  - t-table = 2.029

Since t-count (3.765) > t-table (2.029), H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This indicates that the regression coefficient is significant, meaning that Work Discipline (X<sub>3</sub>) has a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.

Table 9. F-Test for X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub> on Y (Simultaneous Test)  
ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.484	3	28.495	12.605	.000 <sup>a</sup>
	Residual	76.858	57	2.261		
	Total	162.342	60			

a. Predictors: (Constant), Disiplin Kerja, Komunikasi Kerja, Kerjasama

b. Dependent Variable: Kinerja Karyawan

This section presents the probability value or significance level obtained from the ANOVA calculation, which is used to test the feasibility of the regression model. According to standard criteria, a regression model is considered suitable if the probability value (Sig) is less than 0.05.

The ANOVA test produced an F-count of 12.605, which is greater than the F-table value of 2.88, with a significance level (probability value) of 0.05. Since F-count > F-table, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted.

Therefore, the regression coefficients of Teamwork (X<sub>1</sub>), Work Communication (X<sub>2</sub>), and Work Discipline (X<sub>3</sub>) simultaneously have a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.

## Summary

Based on the discussion in the previous chapters, the study can generally conclude the following:

1. In testing the hypothesis whether Teamwork (X<sub>1</sub>) affects Employee Performance (Y), the result shows that t-count (3.918) > t-table (2.029). Therefore, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, indicating that the regression coefficient is significant, or in other words, Teamwork (X<sub>1</sub>) has a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.
2. In testing the hypothesis whether Work Communication (X<sub>2</sub>) affects Employee Performance (Y), the result shows that t-count (4.459) > t-table (2.029). Therefore, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, indicating that the regression coefficient is significant, or in other words, Work Communication (X<sub>2</sub>) has a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.

3. In testing the hypothesis whether Work Discipline (X3) affects Employee Performance (Y), the result shows that  $t\text{-count} (6.092) > t\text{-table} (2.029)$ . Therefore,  $H_0$  is rejected and  $H_1$  is accepted, indicating that the regression coefficient is significant, or in other words, Work Discipline (X3) has a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.
4. In testing the hypothesis whether Teamwork (X1), Work Communication (X2), and Work Discipline (X3) simultaneously affect Employee Performance (Y), the ANOVA test produced an  $F\text{-count} (12.605) > F\text{-table} (2.88)$ , with a significance level (probability value) of 0.05. Since  $F\text{-count} > F\text{-table}$ ,  $H_0$  is rejected and  $H_1$  is accepted. This indicates that the regression coefficients of Teamwork (X1), Work Communication (X2), and Work Discipline (X3) simultaneously have a significant effect on Employee Performance (Y) at PT. Bahtera Bahari Shipyard Batam.

## 5. CONCLUSION

Based on the results of this study, the author recommends the following actions for management to enhance Employee Performance:

1. **Enhancing Teamwork:**  
Management should consistently pay attention to improving Teamwork among employees. By actively supporting and fostering teamwork, management contributes directly to increasing overall employee performance at PT. Bahtera Bahari Shipyard Batam.
2. **Effective Recruitment Practices:**  
It is recommended that management select employees who are capable of effective communication with colleagues, possess a sense of sportsmanship, and demonstrate honesty. Such employees are more likely to support a positive work environment and enhance organizational performance.
3. **Motivation and Encouragement:**  
Management is advised to provide continuous encouragement and motivation to employees. By fostering a positive and supportive work atmosphere, employees will be more driven to improve their performance.
4. **Maintaining and Improving Discipline:**  
Management should focus on ensuring that employee discipline is continuously maintained and improved. High levels of discipline contribute directly to achieving higher employee performance at PT. Bahtera Bahari Shipyard Batam.

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