

THE INFLUENCE OF COMMUNICATION, WORK DISCIPLINE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE REGIONAL RESEARCH AND INNOVATION DEVELOPMENT PLANNING AGENCY, MANDAILING NATAL REGENCY

Raja Faisal^{1*}, Hasrudy Tanjung², Muis Fauzi Rambe³

^{1,2,3}Universitas Muhammadiyah Sumatera Utara

Jl. Kapten Mukhtar Basri No. 3 Medan

*Email: Larurafa21@gmail.com

ABSTRACT

The research method that will be used in this research is an associative method with a quantitative approach. The associative method is a method that intends to explain the causal relationship and influence between variables through hypothesis testing. The data collection technique in this research used a questionnaire. The data analysis technique in this research uses Multiple Linear Regression, Classical Assumption Test, t Test and F Test, and Coefficient of Determination. Partially, communication has a significant effect on employee performance, work discipline has a significant effect on employee performance, work motivation has a significant effect on employee performance at the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency. Simultaneously, communication, work discipline and work motivation have a significant effect on employee performance at the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency.

Keywords: Organizational Commitment, Performance, Work Attitude, Work Involvement.

INTRODUCTION

Good and always improving performance is the hope of the organization. Performance is a description of the level of achievement of the implementation of an activity program in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Performance can be known and measured if individuals or groups of employees have met the standards of success set by the organization. Organizational performance is often not optimal due to several reasons, namely, lack of quality human resource support, promoting inappropriate positions, not looking at the level or level of employee education, work experience, so that employees are motivated to improve their performance. In global competition, information is an important factor that will help in competition. The information here can be financial or non-financial which can be used by organizations, investors and third parties to assess the organization's performance. Thus, the performance of accounting employees is very important for the organization. If they have carried out their duties well and correctly, then this will affect the

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performance of the organization. Higher performance implies an increase in efficiency, effectiveness, or higher quality of completing a series of tasks assigned to an employee in an organization. Therefore, organizations need to identify and provide feedback that can help the organization in making decisions that will have an impact on organizational performance. The higher the feedback response that an organization provides to employees, the better the organization's performance will be. In general, employee performance is believed to be influenced by communication and motivation from the employees themselves, in the end this performance will have an impact on organizational performance (Hasibuan, 2019: 67).

Table Employee Performance Assessment Table for 2021-2023

Tahun	Penilaian Kinerja		Jumlah Pegawai
	Persentase SangatBaik	Persentase Baik	
2021	7,79%	92,20%	41
2022	12,56%	87,43%	39
2023	5,07%	94,92	37

Source: Processed by researchers

From the table above, it is clear that the percentage of employee performance assessments at the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency can be concluded that the percentage of performance assessments that received a good assessment in the last three years has fluctuated. In 2023 it is very good at 5.07% and in 2022 at 12.56%. This shows a decline in employee performance. This is also due to the lack of motivation given to employees. The motivation phenomenon that occurs here is that there are still employees who lack discipline or there are still employees who leave during working hours. Many factors influence employee performance, including communication, which is an important part of the work life of an organization. This is understandable, because poor communication has a broad impact on organizational life, such as conflict between employees, and conversely effective communication can increase mutual understanding, cooperation, job satisfaction and performance. From the research results of Hidayah S. (2019:78) it is known that communication has a positive and significant influence on employee job satisfaction. According to Robbins (2019:91), poor communication is most often cited as a source of interpersonal conflict. Because individuals spend almost 70% of their waking time communicating, namely writing, reading, speaking, listening, it is reasonable to conclude that one of the forces that most hinders successful group performance is a lack of effective communication. Another factor that can influence employee performance according to Waridin (2019:184) is work discipline. According to Waridin (2019:187) discipline is a form of obedience to the rules, both written and unwritten, that have been established. Basically, work discipline is always expected to be a characteristic of every resource in the organization, because with discipline the organization will run well and can achieve its goals well too. Work discipline has a positive influence on employee performance. Employees who are disciplined in working from the time they leave, at work and when they return from work and comply with work rules, will usually have good performance. In terms of work discipline at the Mandailing Natal Regency Regional

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Research and Innovation Development Planning Agency Office, there are still some employees who lack discipline in obeying the regulations at the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency Office. This can be seen from the fact that there are still some employees who do not arrive at work on time.

Apart from communication and work discipline, another factor that influences employee performance is employee work motivation. Motivation encourages behavior to find certain goals which, if achieved, will fulfill those needs and encourage a reduction in tension. Therefore, with motivation individual needs will be adjusted to the goals and objectives of the organization. The more motivated they are at work, the more employees will work with a sense of calm, and more importantly can create good performance. Motivation is also important for employees. According to Martoyo (2019:45) motivation is basically the process of trying to influence someone to do something that we want, either external or internal encouragement so that someone wants to do something (Martoyo, 2019:163). From this description, employee motivation has a big role in increasing employee satisfaction and performance, and employees will be motivated and feel satisfied if both physical and psychological needs are met. The more these needs are met, the higher an employee's motivation and job satisfaction will be. So from the description above it can be concluded that communication is poor and infrequent so that between fields often do not synergize, work discipline must be improved, motivation must also be increased in the form of incentives and so on to improve employee performance. Based on the problems and several theories as well as previous research that has been explained above, it can be seen that the importance of improving employee performance at the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency, the agency must pay attention to factors that can influence it, including Communication, Work Discipline and Work Motivation which can influence employee performance at the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency. Based on the description above, the researcher is interested in research with the title "The Influence of Communication, Work Discipline and Work Motivation on Employee Performance at the Regional Research and Innovation Development Planning Agency, Mandailing Natal Regency".

METHOD

In a research activity, it is first necessary to determine the research method that will be used, because these are the steps that must be carried out in the research. Basically, a research method is a method that researchers can use to carry out research. According to Sugiyono (2018:2) the meaning of research methods is as follows: "Research methods are basically a scientific way to obtain data with certain purposes and uses." Based on the definition of research methods above, it can be concluded that conducting research requires relevant data to achieve the desired goals according to certain uses. The author intends to collect historical data related to the problem to be researched and observe it carefully so that data will be obtained that supports the preparation of the author's report. The research method that will be used in this research is an associative method with a quantitative approach. The associative method is a method that intends to explain the causal relationship and influence between variables through hypothesis testing. According to Sugiyono (2018: 11), the

definition of associative is as follows: "Research that aims to determine the influence or relationship between two or more variables".

DISCUSSION

The Effect of Communication on Employee Performance

The resulting calculated t value for the communication variable is 3.951 with a sig of 0.000. Sig analysis results. 0.000 is smaller than 0.05, meaning that individually the communication variable has a significant effect on employee performance at the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. Communication according to Mangkunegara (2019: 145) can be defined as the process of transferring information, ideas, understanding from one person to another with the hope that the other person can interpret it according to the intended purpose. The ideas and information conveyed by the leader to his subordinates must be clear and understandable, so that the subordinates can carry out instructions or work orders properly and correctly. Communication can influence employee performance, because employees who understand the message carefully will take action according to the content of the message, and interact with colleagues to build good relationships, which will improve the employee's performance. The research results that can strengthen the author are the results of research by Ardiansyah (2021) with the title *The Effect of Communication on Employee Performance mediated by Job Satisfaction* with the research results that Communication on job satisfaction, communication on performance, job satisfaction on performance, and the mediating role of job satisfaction on employee communication and performance have a positive and significant influence. Another research conducted by Pradana (2022) entitled *The Effect of Communication on the Performance of Civil Servants (Study at the Malang City Health Service)* with the research results showing that communication has a simultaneous effect on the performance of civil servants and has a partial effect. From these two studies it can be concluded that work communication influences employee performance.

The Influence of Work Discipline on Employee Performance

The resulting calculated t value for the work discipline variable is 2.941 with a sig of 0.003. Sig analysis results. 0.003 is smaller than 0.05, meaning that individually the work discipline variable has a significant effect on employee performance at the Regional Research and Innovation Development Planning Agency, Mandailing Natal Regency. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. Apart from communication, work discipline also influences improving employee performance. Work discipline is an important thing to maintain because by enforcing work discipline, employees can carry out their work in accordance with the procedures and rules that have been set so that they can achieve optimal results. According to Davis in Sinambela (2019) discipline is the application of management to strengthen and implement organizational guidelines. Good work discipline from employees, such as arriving on time, carrying out work in accordance with what has been determined by the organization, and obeying written and unwritten organizational

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regulations, will have a positive impact on improving employee performance. The research results that can strengthen the author are the results of Devy's (2020) research with the title The Effect of Work Discipline on Employee Performance at the Department of Industry, Trade, Cooperatives and Micro, Small and Medium Enterprises of East Kalimantan Province in Samarinda with the research results that work discipline has a direct effect on employee performance in the secretariat and industrial sectors at the Department of Industry, Trade, Cooperatives and Micro, Small and Medium Enterprises in Samarinda. Another research conducted by Galih A and Fetty P (2021) entitled The Effect of Work Discipline on PT Employee Performance. Indonesian Environmental Directions Ch. Surakarta with research results that work discipline has a significant positive effect on employee performance. From these two studies it can be concluded that work discipline influences employee performance.

The Influence of Work Motivation on Employee Performance

The resulting calculated t value for the work motivation variable is 3.635 with a sig of 0.000. Sig analysis results. 0.000 is smaller than 0.05, meaning that individually the work motivation variable has a significant effect on employee performance at the Regional Research and Innovation Development Planning Agency, Mandailing Natal Regency. The purpose of this test is to determine the influence of individual independent variables in explaining variations in the dependent variable. The success of an institution or organization is determined by two main factors, namely human resources, supporting facilities and infrastructure or work facilities. Of these two main factors, human resources are more important than supporting facilities and infrastructure. No matter how sophisticated and complete the supporting facilities a work organization is, without adequate resources, both in number and capacity, the organization cannot succeed in realizing its goals. In an effort to achieve goals, organizations really expect high performance from each employee. High motivation in employees is capital for an organization to be able to achieve high performance, this is of course the hope that the organization wants to achieve. Organizations can choose how to motivate their employees appropriately and in accordance with the company's situation and conditions. Employees are actors who support the achievement of goals. To develop positive attitudes that will direct employees to achieve organizational goals, motivation must be increased because motivation is able to direct employee behavior to carry out tasks or work well.

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

Based on the table above, the calculated F value is 18.683 with F sig. 0.000 where F sig. 0.000 is smaller than 0.05 then H_0 is rejected. It can be interpreted that simultaneously communication (X1), work discipline (X2) and work motivation (X3) have a significant influence on employee performance (Y) at the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency. This test aims to determine the extent to which the independent variables used are able to explain the dependent variable. In this research, communication trust (X1), work discipline (X2) and work motivation (X3) are simultaneously related to the dependent variable, namely employee performance (Y) at the Mandailing Natal Regency Regional Research and Innovation Development Planning

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Agency. Motivation, work discipline and work communication are factors that support an organization's success in achieving the goals set by the organization from the start. Having high motivation and discipline as well as good communication will certainly create high performance. Research conducted by I Gusti Agung Ayu Maya and I Gusti Salit Ketut (2022) entitled *The Influence of Motivation, Work Discipline and Communication on employee performance at PT. PLN (Persero) Bali Distribution* with research results shows that there is a partial and simultaneous influence that employee performance is influenced by motivation, discipline and communication variables. So it can be concluded that with motivation such as getting praise from the leadership, and also high discipline such as carrying out work on time, as well as good communication between superiors and co-workers, employee performance will increase.

CONCLUSION

Communication has a significant effect on employee performance at the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency. Work discipline has a significant effect on employee performance at the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency. Work Motivation has a significant effect on Employee Performance at the Regional Research and Innovation Development Planning Agency of Mandailing Natal Regency. Communication, work discipline and work motivation have a significant effect on employee performance at the Regional Research and Innovation Development Planning Agency, Mandailing Natal Regency.

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