

COMPETENCE, MOTIVATION, COMMUNICATION AND EMPLOYEE PERFORMANCE

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ABSTRACT

The purpose of this study was to determine and analyze the influence of competence, motivation and communication on the performance of Civil Service Agency employees in Medan City. The approach used in this study is an associative and quantitative approach. The population in this study amounted to 80 people and the sample was taken using saturated sampling method and the number of samples taken was 80 people. Data collection techniques used are interviews, documentation studies, and questionnaires. The analytical method used is multiple linear regression, hypothesis testing and the coefficient of determination. The results of this research analysis indicate that competence, motivation and communication simultaneously have a significant influence on employee performance, partially competence has a significant effect on employee performance,

Keywords: Competence, Motivation, Communication, Employee Performance

INTRODUCTION

The Regional Personnel Agency for the City of Medan government is an organization which is a collection of people specially selected to carry out state duties as a form of service to the people. The goals of government agencies can be achieved if they are able to process, mobilize and use their human resources effectively and efficiently. The role of humans in organizations as employees plays a decisive role because the life and death of a government organization solely depends on humans. Employees are an important factor in government organizations. Employees are a determining factor in achieving the goals of government agencies effectively and efficiently. Employees are the driving force and determining the course of the organization. Organization and employees are two things that need each other. If employees succeed in bringing progress to an agency, then the benefits will be obtained by both parties. For employees, success is the actualization of self-potential as well as an opportunity to fulfill their life needs. Whereas for an institution, success is a means towards the growth and development of an institution. Civil Servant (PNS) is one element of the apparatus that has a strategic role in carrying out general government tasks and national development. Thus civil servants as administrators of government tasks and functions need to continuously improve their competence so that their performance is optimal. Increasing all activities in agencies and increasingly advancing technological developments continuously will have an impact on increasingly complex problems that will be faced by agencies at this time, causing many activities to be carried out along with problems that must

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be faced by agencies, especially in achieving objective. Provision of public services and development requires government officials who have certain qualifications and abilities. Efforts to place government officials appropriately, taking into account the harmony between job demands and qualifications or competencies is a must. The level of competence and professionalism of the existing government apparatus needs to be constantly re-evaluated. Based on this assessment, the quality of human resources is improved according to job demands and responsibilities through education, training, workshops, and so on.

In the era of globalization, the government is required to improve the quality of human resources so that they become proactive towards change. Improving the quality of strategic human resources in terms of competency, motivation, development and management of human resource organization is the main requirement in the globalization era to realize competitive competence and independence. In line with that, the vision in the context of the development of the civil service sector in the future is to prepare civil servants who are professional, able to compete and able to cope with the world's rapid developments in various aspects of life so as to be able to improve service quality and high performance. This reflects that the management of the country's government is highly dependent on the quality of human resources in war. Without civil servants who have competency requirements, a state administration system will fail in carrying out its mission. This shows that increasing the competence of civil servants is an absolute requirement for the development of state administration systems and processes. The real manifestation of the principle of competence can be seen from efforts to assess needs and evaluate the level of ability and professionalism of existing human resources as well as efforts to improve or increase the quality of human resources. Without the application of the principles of professionalism and competence, it will lead to waste in administering government. In increasing the competency of the apparatus, competency improvement strategies need to be formulated in an effort to implement a new paradigm of government, namely clean government and good governance. Clean government is a demand of the current government and to implement this, the professionalism of the apparatus, which is characterized by increased competence, is a prerequisite for civil servants. The Medan City Regional Personnel Agency (BKD) is a regional technical institution formed by the regional head based on regional regulation no 10 of 2002 concerning the establishment of regional technical institutions. The main duties and functions of the BKD are to carry out PNS management, Personnel Administration, Supervision and Control, Organizing and Maintaining Personnel Information, formulating PNS Welfare policies and providing technical guidance to organizational units that handle Personnel at the Regional Offices/Agencies/Institutions.

Employee Performance

Performance is an illustration of the extent to which the success or failure of the organization in carrying out its main tasks and functions in order to realize its goals, objectives, vision and mission. In other words, performance is an achievement that can be achieved by an organization within a certain period. According to Wibowo (2017, p. 80): Performance is the result of the combined application of sustaining and accelerated leadership behavior. The two forms of leadership behavior can be manifested in different

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ways. Furthermore Mangkunegara (2013, p. 67) states that performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Fahmi (2017, p. 176) argues that performance is the result obtained by an organization, whether the organization is profit oriented and non profit oriented which is produced over a period of time. Performance appraisal is very beneficial for the overall dynamics of organizational growth. Through this assessment, it can be seen how the employee's real results are seen from performance and can be used as material for consideration in decision making. According to Sedarmayanti (2017, pp. 288-289) the benefits of assessment are that with an assessment, both leaders and employees receive feedback and they can improve their work/achievements. Accurate assessment can guarantee that employees get the opportunity to occupy the side of work according to their abilities. Through performance appraisal, employees with low abilities are detected so as to enable training programs to improve their abilities. Through assessment, leaders can make decisions in determining improvements in compensation and so on. Performance appraisal results can be used as a basis for decision making to promote or demote employees. Poor performance may be a sign of an error in job design. Performance appraisal can help diagnose these errors. The low performance of new employees may reflect irregularities in the recruitment and selection process.

According to Mangkunegara (2016, p. 67) states that the factors that affect performance are psychologically, employee abilities consist of potential abilities (IQ) above average (IQ 110-120) with adequate education for their positions and skilled in doing daily work, it will be easier for him to achieve the expected performance. Therefore employees need to be placed in jobs that match their expertise (the right man in place, the man on the right job). Motivation in the form of an employee's attitude in dealing with a situation (situation) motivation is a condition that drives employees who are directed to achieve organizational goals (work goals). Mental attitude is a mental attitude that drives an employee to try to achieve maximum work performance. The mental attitude of an employee must be a mental attitude that is ready psychophysically (ready mentally, physically, goals and situations), meaning that an employee must be prepared mentally and physically and understand the main goals and work targets to be achieved. Able to utilize and create work situations. According to Wibowo (2017, pp. 86-88), there are seven indicators namely goals, which are a better state to be achieved in the future. Thus, goals indicate the direction in which performance should take place. On the basis of this direction, performance is carried out to achieve the goal. To achieve the goal, individual, group and organizational performance is needed if it can achieve the desired goal. Standards have an important meaning because they tell when a goal can be completed. Standard is a measure of whether the desired goals can be achieved. Without standards, it cannot be known when a goal is achieved. Feedback is input that is used to measure performance progress, performance standards and goal attainment. With feedback, evaluation of performance is carried out and as a result performance improvements can be made. Tools or means, are resources that can be used to help complete goals successfully. Tools or facilities are supporting factors for achieving goals. Without tools or facilities, specific work tasks cannot be carried out and objectives cannot be completed as they should. Without tools it is impossible to do the job. Competence is the main requirement in performance. Competence is the ability possessed

by a person to carry out the work assigned to him properly. People have to do more than just learn about something, people have to be able to do the job well. Competence allows a person to realize work-related tasks necessary to achieve goals. Motive is the reason or driving force for someone to do something. Managers facilitate motivation to employees with incentives in the form of money, provide recognition, set challenging goals, set affordable standards, ask for feedback, give freedom to do work including time to do work, provide necessary resources and eliminate actions that result in incentives. Opportunity, Jobs need to get the opportunity to show their work performance. There are two factors that contribute to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements. is a reason or incentive for someone to do something. Managers facilitate motivation to employees with incentives in the form of money, provide recognition, set challenging goals, set affordable standards, ask for feedback, give freedom to do work including time to do work, provide necessary resources and eliminate actions that result in incentives. Opportunity, Jobs need to get the opportunity to show their work performance. There are two factors that contribute to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements. is a reason or incentive for someone to do something. Managers facilitate motivation to employees with incentives in the form of money, provide recognition, set challenging goals, set affordable standards, ask for feedback, give freedom to do work including time to do work, provide necessary resources and eliminate actions that result in incentives. Opportunity, Jobs need to get the opportunity to show their work performance. There are two factors that contribute to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements. setting affordable standards, asking for feedback, giving freedom to do work including time to do work, providing necessary resources and eliminating actions that result in disincentives. Opportunity, Jobs need to get the opportunity to show their work performance. There are two factors that contribute to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements. setting affordable standards, asking for feedback, giving freedom to do work including time to do work, providing necessary resources and eliminating actions that result in disincentives. Opportunity, Jobs need to get the opportunity to show their work performance. There are two factors that contribute to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements.

Competence

Every company is formed to achieve certain goals and when achieved, then it can be called a success. To achieve success, a strong foundation is needed and competence is one of them. Competence is very useful to help companies create a high performance culture. Competence is also very necessary in every process of human resources, employee selection, performance management, planning and so on. It is also required to communicate company values and standards, select and recruit the workforce, appraise and develop the workforce, develop leaders, manage the planning process, establish the basis for a training strategy, and shape the compensation process. According to Wibowo (2017, p. 271) Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Thus, competence shows skills or

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knowledge characterized by professionalism in a particular field as something that is most important, as the superiority of that field. Competence is like a very strong magnet that attracts the attention of all people, especially those involved in the world of human resource development (HR). According to Handoko (2016, p. 122) reveals that several factors that can influence human resource competency skills are beliefs and values. People's beliefs about themselves and others will greatly influence behavior. If people believe they are not creative and innovative, they will not try to think of new or different ways of doing things. For that everyone must think positively about himself, as well as towards other people and show the characteristics of people who think ahead. Skills, play the role of competence. Competency development is specifically related to organizational culture and individual competencies. Experience is also very necessary in competence. Among them experience in organizing people, communicating in front of groups, solving problems, etc. People who have never been in contact with large, complex organizations are unlikely to develop the organizational intelligence to understand the dynamics of power and influence in the environment. People whose jobs require little strategic thinking develop less competence than those who have used strategic thinking for many years. Aspects of Personality (Personal Attributes), is an individual's intrinsic competence about how people think, feel, learn, and develop. Personal attribute is a competency that includes: integrity and honesty, self-development, assertiveness, decision quality, stress management, analytical thinking, and think conceptually. Motivation, is a factor in competence that can be changed. By providing encouragement and appreciation for the work of subordinates, as well as providing recognition and individual attention from superiors, it can have a positive influence on motivating a subordinate. Emotional Issues, emotional barriers can limit the mastery of competence. Fear of making mistakes, of being embarrassed, of feeling unpopular tends to limit motivation and initiative. Intellectual abilities, competencies depend on cognitive thinking such as conceptual thinking and analytical thinking. One factor such as experience can increase prowess in competence. Organizational culture influences human resource competence in activities including: employee recruitment and selection practices, reward systems, decision making,

Competence as a basic characteristic of a person that allows for superior performance in his work. According to Gordon (1988) in Sutrisno (2016, pp. 204-205), there are several aspects of the indicators contained in the concept of competence, namely awareness in the cognitive field. For example, an employee knows how to identify learning and how to do good learning according to existing needs effectively and efficiently in the company. The cognitive and affective depth of the individual. For example, an employee in carrying out learning must have a good understanding of the characteristics and conditions effectively and efficiently. Something that is owned by individuals who carry out the tasks or work assigned to them. For example, the ability of employees to choose work methods that are considered more effective and efficient. A standard of behavior that has been recognized and psychologically integrated within a person. For example, the standards of behavior of employees in carrying out their duties (honesty, openness, democracy and others). Feelings (happy-unhappy, like-dislike) or reactions to a stimulus that comes from outside. For example, reactions to the economic crisis, feelings towards salary increases and so on. The tendency of a person to do an act. For example, doing something task activity. Feelings

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Work motivation

The success of managing an organization or company is largely determined by the activities of utilizing human resources within the company. Companies must have reliable and qualified human resources in managing and running the company so that the goals set by the company can be achieved. For this reason, from the start, companies must really prepare the employees who will be hired as well as possible, starting from the selection process until when the employees are already working at the company. Companies must be able to create conditions that make employees feel comfortable when working, in other words employees must be motivated to work well in order to provide the best performance for the organization. According to Yusuf (2015, p. 263) Motivation comes from the Latin word "movere" which means encouragement or driving force. This motivation is only given to humans, especially to subordinates or followers. Motivation is a stimulant of desire (want) driving force of one's will to work, each motive has a specific goal to be achieved. According to Hasibuan (2016, p. 143) Work motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. According to Saydam in the book Kadarisman (2013, p. 296) states that a person's work motivation in carrying out his work is influenced by several factors, namely internal factors that come from psychological processes within a person, and external factors that come from outside oneself (environment factors). According to Sutrisno (2016, p. 116) there are two factors that affect motivation, namely Internal Factors Internal factors include the desire to be able to live. The desire to be able to live is the need of every human being who lives on this earth. The desire to be able to live includes the need to obtain adequate compensation, a permanent job even though the income is not sufficient, safe and comfortable working conditions. The desire to possess. The desire to be able to own objects can encourage someone to want to do work. This is often experienced in everyday life, that the strong desire to be able to have it can encourage people to want to work. Desire for awards. Someone wants to work because of the desire to be recognized, respected by others.

Communication

In our daily life we find communication events everywhere. Communication is a fundamental need for someone in living in society, the need to maintain their survival and the need to adapt to their environment. According to Mangkunegara (2013, p. 145) says that communication is the transfer of information and understanding from one person to another. According to Muhammad (2011, p. 7), defines communication as the exchange of verbal and nonverbal messages between the sender and the recipient of the message to change behavior. According to Soetopo (2012, p. 189) communication is the process of generating,

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distributing and receiving messages within an organization. Based on the above understanding, it can be concluded that communication is the process of conveying and receiving messages either indirectly or directly between two people who meet face to face so as to get maximum feedback. The importance of communication cannot be denied as well as in organizations. Communication is important for an organization because communication is the main thing for members of the organization to be able to work together in carrying out management activities, namely to achieve a predetermined organizational goal. According to Effendy and OnongUchjana (2013 p. 21) Communication indicators can be measured by communication among employees/employees, communication with other department employees, communication between department heads, coordination between leaders and employees, coordination between fellow employees.

METHODS

In this study using associative and quantitative approaches. An associative approach is an approach that uses two or more variables to determine the relationship or influence between one variable and another. While the quantitative approach, because this research data that has been obtained in the form of numbers that can be counted. According to Sugiyono (2016, p. 80) states that "the population is a generalized area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions". Based on the statement above, the population of this study are all employees of the Medan City Regional Civil Service Agency. There are 80 employees of the Medan City Regional Civil Service Agency. According to Sugiyono (2016, matter. 81) sampling technique is a sampling technique. To determine the sample to be used in research, there are various sampling techniques used. In this study, sampling using non-probability sampling. There are 4 types of non-probability sampling, namely incidental sampling, purposive sampling, saturated sampling and snowball sampling. So the researchers used saturated sampling because all members of the population were sampled. In other words, the sampling is saturated, namely 100% of the total population, namely 80 respondents. This is done if the population is considered small or less than 100. To obtain complete and thorough data in this research, this research uses data collection techniques using interviews, documentation studies and questionnaires. According to Sugiyono (2016, p. In analyzing the data that has been collected in this thesis, the writer uses a descriptive method. The descriptive method is a data analysis method that is carried out by collecting data, compiling, formulating and interpreting and analyzing the data that has been obtained so as to provide an overview of the influence of competence, motivation on the performance of regional staffing agency employees and human resource development.

RESULTS

Classical Assumption Test Results

The classic assumption test in this study consisted of 3 (three) tests, namely the normality test with the PP plot, the multicollinearity test, and the heteroscedasticity test with the scatter plot.

Normality testing

The results of the normality test in this study can be seen in the following figure:

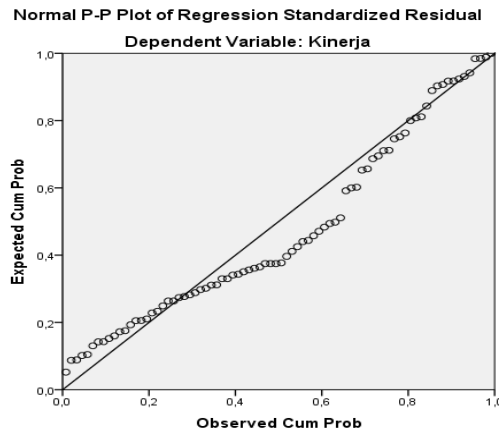


Figure 1. Normality Test Results with PP Plot

Based on the results of the normality test in Figure 1, it can be seen that the plots spread along a diagonal line, so it can be concluded that the regression model used in this study meets the normality test requirements and is normally distributed.

Multicollinearity testing

The results of the multicollinearity test in this study can be seen in the following table:

Table 1. Multicollinearity Test Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	std. Error	Betas	tolerance	VIF
1	(Constant)	4,444	5,222			
	Competence	,469	,147	,378	,529	1,891
	Motivation	,205	,114	,185	,696	1,438
	Communication	,208	.096	,229	,670	1,493

a. Dependent Variable: Performance

Source: Data Processed with SPSS, 2019

Based on the results of the multicollinearity test in table 1, it can be seen that the tolerance value for the competency variable is $0.5 > 0.1$ with a VIF value of $1.8 < 10$. The motivation variable has a tolerance value of $0.6 > 0.1$ with a VIF value of $1.4 < 10$ then for the communication variable it has a tolerance value of $0.6 > 0.1$ with a VIF value of $1.4 < 10$. So that it can be concluded that there are no symptoms of multicollinearity in the regression model in this study and the regression model in this study has fulfilled the multicollinearity test requirements.

Heteroscedasticity testing

The results of the heteroscedasticity test in this study can be seen in the following figure:

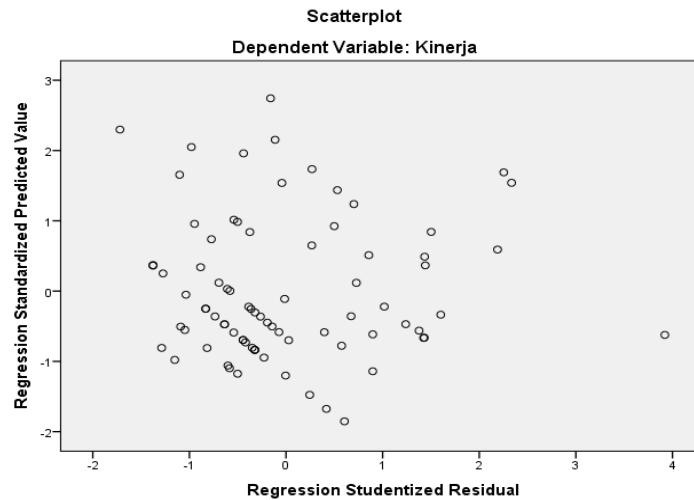


Figure 2. Heteroscedasticity Test Results

Based on the results of the heteroscedasticity test in Figure 2, it can be seen that the plots spread randomly between the x-axis and y-axis so that it can be concluded that there were no symptoms of heteroscedasticity in the regression model used in this study and the regression model in this study fulfilled the heteroscedasticity test requirements.

Multiple Linear Regression Results

The results of multiple linear regression in this study can be seen in the following table:

Table 2. Multiple Linear Regression Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	4,444	5,222		,851	,397		
	Competence	,469	,147	,378	3,185	,002	,529	1,891
	Motivation	,205	,114	,185	1,787	,078	,696	1,438
	Communication	,208	,096	,229	2,175	,033	,670	1,493

a. Dependent Variable: Performance

Source: Data Processed with SPSS, 2019

Based on the results of multiple linear regression in table 2, the following equation can be made:

$$Y = 4.444 + 0.469 X_1 + 0.205 X_2 + 0.208 X_3$$

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Through the multiple linear regression equation, it can be explained as follows: A constant value of 4.444 means that if the overall variable value increases by 1a then the performance value will also increase by 4.444. The competency coefficient value of 0.469 means that if the competency value increases by 1a, the performance value will also increase by 0.469. The positive value of the competency coefficient means that competence has a positive influence on performance. The motivation coefficient value of 0.205 means that if the motivation value increases by 1a, the performance value will also increase by 0.205. The positive value of the motivation coefficient means that motivation has a positive influence on performance. The communication coefficient value of 0.208 means that if the communication value increases by 1a, the performance value will also increase by 0.208.

Hypothesis Test Results

Hypothesis testing is done to test the truth of the hypothesis of this study. Hypothesis testing was carried out with the coefficient of determination (R²), simultaneous significance test (F-test) and partial significance test (t-test).

Coefficient of determination (R²)

The results of the coefficient of determination (R²) in this study can be seen in the following table:

**Table 3. Result Coefficient of Determination (R²)
Summary modelb**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,659a	,435	,412	2.155

a. Predictors: (Constant), Communication, Motivation, Competence

b. Dependent Variable: Performance

Source: Data Processed with SPSS, 2019

Based on the results of the coefficient of determination in table 3, it can be seen that the Adjusted R Square value is 0.412. So it can be concluded that in this study communication, motivation and communication have a contribution of 41.2% to performance.

Simultaneous significance test (F-test)

The results of the simultaneous significance test (F-test) in this study can be seen in the following table:

**Table 4. Simultaneous Significance Test Results (F-Test)
ANOVAa**

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	271,444	3	90,481	19,478	,000b
	residual	353,044	76	4,645		
	Total	624,488	79			

a. Dependent Variable: Performance

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b. Predictors: (Constant), Communication, Motivation, Competence

Source: Data Processed with SPSS, 2019

Based on the results of the simultaneous significance test (F-test) in table 4, it can be seen that the Fcount value is $19.47 > F_{table} 2.49$ with a significance level of $0.00 < 0.05$ so it can be concluded that in this study simultaneously communication, motivation, and competence has a significant effect on performance.

Partial significance test (t-test)

The results of the partial significance test (t-test) in this study can be seen in the following table:

Table 5. Results of Partial Significance Test (t-test)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	std. Error	Betas	t	Sig.
1	(Constant)	4,444	5,222		,851	,397
	Competence	,469	, 147	,378	3,185	,002
	Motivation	,205	, 114	,185	1,787	,078
	Communication	,208	.096	,229	2.175	.033

a. Dependent Variable: Performance

Source: Data Processed with SPSS, 2019

Based on the results of the partial significance test (t-test) in table 5, it can be seen that the tcount of competence is $3.185 > t_{table} 1.665$ with a significance level of $0.00 < 0.05$ so it can be concluded that in this study competence has a significant effect on performance. Then for motivation it has a tcount of $1.787 > t_{table}$ of 1.665 with a significance level of $0.07 > 0.05$ so it can be concluded that in this study motivation has no significant effect on performance. After that, communication has a tcount of $2.175 > t_{table}$ of 1.665 with a significance level of $0.03 < 0.05$ so it can be concluded that in this study communication has a significant effect on performance.

DISCUSSION

The Influence of Competence, Motivation and Communication on Employee Performance at the Medan City Regional Personnel Board

Based on the results of this study it is known that competence, motivation and communication simultaneously have a significant influence on the performance of employees at the Medan City Regional Personnel Agency. This was concluded based on the test results using the simultaneous significance test (F-test) which found an Fcount value of $19.47 > F_{table} 2.49$ with a significance level of $0.00 < 0.05$. In addition, it is also known that competence, motivation and communication have a significant contribution to the performance of employees at the Medan City Regional Civil Service Agency, namely 41.2%. This was concluded based on the results of the coefficient of determination (R²) which found an Adjusted R Square value of 0.412. The results of this study are not in line with the research conducted by Rachmawati (2017) because in this study there were only motivational

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variables and no competency and communication variables. According to Artana (2012) the smoother and faster the communication, the faster a good working relationship can be established. The existence of cooperation between Human Resources (HR) in an organizational environment that is well established will be able to improve the performance of the organization or company in a good direction too.

The Influence of Competence on Employee Performance at the Medan City Regional Civil Service Agency

Based on the results of this study it is known that competence has an individual significant influence on the performance of employees at the Medan City Regional Civil Service Agency. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $3.185 > t_{table}$ 1.665 with a significance level of $0.00 < 0.05$. The results of this study are also supported by NITA Indrawati's research (2017) showing that competencies which include; knowledge, skills and attitudes of employees have a significant influence on employee performance at the Kendari City Land Office. The results of this study are also in line with research conducted by Rande (2016) which based on the results of his research stated that competency has a significant influence on employee performance. An employee has high competence if the employee has work experience, an educational background that supports the profession, has expertise/knowledge, and has skills. Work experience can improve performance because an employee can position himself in the right conditions, dare to take risks, is able to face challenges with full responsibility and is able to communicate well with various parties to maintain productivity, performance and produce individuals who are competent in their fields (Sutrisno, 2017:158).

The Effect of Motivation on Employee Performance at the Medan City Regional Civil Service Agency

Based on the results of this study it is known that motivation has an individual significant influence on the performance of employees at the Medan City Regional Civil Service Agency. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $1.787 > t_{table}$ 1.665 with a significance level of $0.07 > 0.05$. The results of this study are also in line with research conducted by Jufrizen (2017), stating that motivation has a positive and significant effect on nurse performance. The results of this study are also in line with research conducted by Rachmawati (2017) which based on the results of her research stated that motivation has an influence on employee performance. Motivation is the encouragement that exists to carry out tasks for employees. Organizations have high hopes for employees to get satisfactory work results, so that targets are realized. The task of the organization is to motivate its employees. The magnitude of the influence of motivation on performance can be seen from the activities of each employee. When an employee is less motivated at work, his performance will decrease, and vice versa, when an employee is well motivated, his performance will increase and this will have a positive impact on the organization, because an employee's performance affects organizational performance.

The Effect of Communication on Employee Performance at the Medan City Regional Civil Service Agency

Based on the results of this study it is known that communication has an individual significant influence on the performance of employees at the Medan City Regional Civil Service Agency. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $2.175 > t_{table}$ 1.665 with a significance level of $0.03 < 0.05$. The results of this study are in line with research conducted by Kiswanto (2010) who, based on the results of his research, stated that communication has a significant influence on employee performance. Communication is the most important thing and must occur between superiors and subordinates as well as fellow employees of a company. Good and effective communication can make the performance of its employees better, because basically as human resources they need something to be able to spur their desire to be able to work hard so that they are able to increase their creativity and morale in accordance with the limits of their respective abilities. Another study that is in line with the researcher, namely Nurmaidah Br Ginting (2018), states that communication has a positive and significant effect on employee performance at PT. Sekar Mulia Abadi Medan. Other research that supports the research results is that communication has a positive and significant effect on the performance of employees of PT. Indonesian Inspirational Light.

CONCLUSION

Based on the results of this study, it can be concluded that competence, motivation and communication simultaneously have a significant influence on employee performance at the Medan City Regional Personnel Agency. This was concluded based on the test results using the simultaneous significance test (F-test) which found an F_{count} value of $19.47 > F_{table}$ 2.49 with a significance level of $0.00 < 0.05$. Competence has an individual significant influence on employee performance at the Medan City Regional Personnel Board. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $3.185 > t_{table}$ 1.665 with a significance level of $0.00 < 0.05$. Motivation has an individual significant influence on employee performance at the Medan City Regional Civil Service Agency. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $1.787 > t_{table}$ 1.665 with a significance level of $0.07 > 0.05$. Communication has an individual significant influence on employee performance at the Medan City Regional Civil Service Agency. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $2.175 > t_{table}$ 1.665 with a significance level of $0.03 < 0.05$. t_{table} 1.665 with a significance level of $0.07 > 0.05$. Communication has an individual significant influence on employee performance at the Medan City Regional Civil Service Agency. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $2.175 > t_{table}$ 1.665 with a significance level of $0.03 < 0.05$. t_{table} 1.665 with a significance level of $0.07 > 0.05$. Communication has an individual significant influence on employee performance at the Medan City Regional Civil Service Agency. This was concluded based on the results of tests carried out with the partial significance test which found a t_{count} of $2.175 > t_{table}$ 1.665 with a significance level of $0.03 < 0.05$.

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