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

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Keywords	ABSTRACT
Communication, Work Motivation, Work Discipline And Employee Performance.	This study aims to determine the effect of communication, work motivation and work discipline on the performance of employees of PT Surgika Alkesido. The sampling method used is Non-Probability Sampling with Purposive sampling technique. This type of research uses quantitative descriptive methods and inferential analysis using primary data in the form of a closed questionnaire to 100 respondents. The data is analyzed using multiple linear regression analysis. From the data that has fulfilled the validity test, reliability test, classical assumption test and model feasibility test, a regression equation is obtained. The regression analysis results in this study indicate a positive and significant effect on customer satisfaction, shown in the coefficient table in the regression equation model. The results of the model feasibility test shown with the significant value shown in the model feasibility table which means that the model in this study is feasible to use based on the significant value obtained. The results of the hypothesis conclusion with the t test obtained a positive and significant value on the variables of communication, work motivation and work discipline on employee performance.

INTRODUCTION

A company is a business enterprise of both services and goods that is the organization's goal to make a profit. Competition between companies is increasing in the current era of globalization, sensitive to always have a need for human resources (HR) can be actively developed. Human resources learners must be people who are willing to learn and willing to work hard. Only in this way can human potential be maximized.

The main purpose of human resource management in every organization is to facilitate organizational performance. Organizational performance is determined by the performance of employees as an individual human being where work behavior becomes the main resource in achieving the desired organizational goals. Employee performance is a real behavior produced by employees in accordance with their role in the organization. Companies with resources other than humans, such as capital, methods and machines, will not bring optimal results if they do not rely on human resources or employees with optimal performance. Performance is the result of work achieved based on job requirements, and performance is the result of work in quality and quantity achieved by an employee in carrying out his assignment in accordance with the responsibilities given to him (Mangkunegara, 2016).

Employee performance is considered influential, because it measures how much they give positive work results to the organization and achieve the organization's goals. There are several objectives for this required a series of activities known as the management process, consisting of

planning, organizing, actuating and controlling actions, which are carried out to determine and achieve predetermined goals through the use of human resources and other resources (Sugiyono et al 2021).

In the current era of globalization with the competence of all organizations or companies that are required to compete with each other to compete for a position as a superior company. Companies must be able to develop their human resources to be better and qualified, so that they can follow the course of technological advances and existing trade. To maintain and develop the performance of the employees themselves can be done by evaluating performance. Conducting a performance evaluation, the company can find out the development of its employees' performance. In addition, in order to win the competition and just survive in the tight competition in today's globalization era, a company must be able to adapt and implement strategic plans to improve its human resources with the aim of turning it into a competitive strength factor.

PT Surgika Alkesido in carrying out its activities requires competent human resources, have expertise and are highly dedicated to the progress of the company, because human resources are the main driver of the course of the organization and an important asset for the company and become a top priority. In today's global competition, the world of work really needs people who can think forward, smart, innovative and able to compete in the face of the times.

PT Surgika Alkesindo is an Established Health and Aesthetic Company and High Performance Organization.The company is the official exclusive distributor of various famous and world-class classes made in the United States, Europe, Japanese medical equipment that can be used for supplies of ICU Surgery, Orthopedic Aesthetic Ophthalmology, distributes and markets its products. Due to the rapid expansion and growth rate of this company, companies have an immediate requirement to look for highly motivated candidates who are oriented towards motivation and motivation to join the sales team and the development of a dynamic sales market. PT Surgika Alkesindo strives to increase sales of services, so as to increase profits for the company. The realization of this is inseparable from the utilization of existing resources in employees. With this change, it is expected that it will continue to have a good influence on employees in improving employee performance.

From the data from the HRGA Department of PT Surgika Alkesindo, 2023 (data has been processed) it can be seen that the realization of the performance of PT Surgika Alkesindo's employees has increased from year to year. In 2020 the realization of employee performance was 84.6%, in 2021 the reliability of employee performance was 83.6% while in 2022 the realization of employee performance was 73.2%. However, the appraisal of employee performance in the last three years is still below the company's target standards. The company's management is trying to find solutions in improving employee performance.

With the phenomena described above, it has not reached the desired target and still tends to fluctuate. Employee performance is a factor that must be considered by companies, organizations or institutions. The back and forth of a company is caused by employee performance. Discipline is the act of someone obeying existing rules and applying these rules in concrete actions. Performance is the result of a work process carried out by humans. (Winanti, 2011), in her research revealed that high employee performance can be achieved if all elements in the company are well integrated, and are able to carry out their roles in accordance with the needs and desires of customers and employees.

The first factor that can affect employee performance at PT Surgika Alkesido is communication. Managers and employees must create good communication, with good communication it will make it easier to carry out company tasks. Communication needs to receive attention to be researched, studied, understood, and solved by everyone, especially those involved in the organization. Because, effective communication can ensure the achievement of organizational goals. Communication does not occur between superiors and subordinates but also between fellow colleagues, so that each employee can work well. This is expected because it can affect performance. Hamali (2016) said that effective

communication in the organization will make it easier for everyone to carry out the tasks they are responsible for.

The second factor besides communication that can improve employee performance at PT Surgika Alkesido is work motivation. Hasibuan (2013) states that work motivation is the provision of driving force that creates a person's work excitement so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction. Work motivation also has a role in increasing the effectiveness of the performance of its workers, because people who have high work motivation will try with all their strength so that their work can succeed as well as possible.

In addition to communication and work motivation, there is the last factor that can affect the performance of PT Surgika Alkesido employees is work discipline. The discipline possessed by its employees in carrying out the task load. In addition to training and motivation, a factor that can affect employee performance is work discipline, associated with high organizational performance. In other words, the higher the work discipline, the higher the performance produced by employees, so that in the end employees are willing and willing to work as well as possible for the achievement of organizational goals and various goals, each organization expects employees to perform well. Information regarding employee performance is obtained through performance appraisal. Hasibuan (2013) argues "The work results achieved by each employee so that they can make a positive contribution to the company".

From several previous studies, there are several factors that can affect employee performance. As a study conducted by Husain (2018) entitled "The Influence of Work Discipline on Employee Performance at PT Bank Danamon Bintaro branch" shows the results of a positive and significant influence with an influence contribution of 60.8%. Furthermore, research conducted by Sugiono & Pratista (2018) entitled "The Influence of Transformational Leadership, Motivation and Physical Work Environment on Employee Performance of PT Rafa Topaz Utama in Jakarta" shows the results that motivation has a positive and significant influence on employee performance.

This study will further examine whether compensation, work environment, and work stress have an influence on the performance of PT Surgika Alkesido employees. In the final project entitled "The Effect of Communication, Work Motivation, and Work Discipline on Employee Performance of PT Surgika Alkesido," the author formulates several research questions, including the influence of communication, work motivation, and work discipline on employee performance. This study aims to analyze the impact of these three factors on employee performance in the company. The benefits include contributions to PT Surgika Alkesido in managing human resources, academic contributions in the development of human resource management science, and improving the ability of researchers in writing as well as a deeper understanding of communication theory, work motivation, and work discipline on employee performance.

METHODS

This research adopts quantitative research methods with descriptive and inferential research designs. The research object in this study is employee performance influenced by communication, work motivation, and work discipline at PT Surgika Alkesido. The data used is sourced from two types, namely primary and secondary data. Primary data was obtained through the distribution of questionnaires to employees of PT Surgika Alkesido, while secondary data was obtained from articles, journals, books, and other data relevant to the research. The population of this study involved all permanent employees of PT Surgika Alkesido, totaling 110 people. In determining the sample, the Purposive Sampling method is used with the criteria of contract and permanent employees. Using the Taro Yamane formula, a sample of 92 respondents was obtained. Data collection techniques are carried out by distributing questionnaires to respondents, and the data is then processed using SPSS software.

Data analysis uses descriptive methods to describe sample characteristics and inferential

methods to test relationships between variables. Before conducting a hypothesis test, validity and reliability tests were carried out on the research instrument. Furthermore, classical assumption tests are carried out, such as normality, multicollinearity, autocorrelation, and heteroscedasticity tests. Multiple regression tests are used to determine the effect of communication variables, work motivation, and work discipline on employee performance. The model validity test is carried out through the Goodness of Fit test (F test) and coefficient of determination (R^2). The hypothesis test is performed with a t test on each independent variable. The hypothesis is accepted if the calculated t value is greater than the table t, and the significance is less than 0.05. The entire research method is directed to provide a comprehensive understanding of the influence of communication, work motivation, and work discipline on the performance of PT Surgika Alkesido employees.

RESULTS

The research instruments used have undergone feasibility tests, consisting of validity tests and reliability tests. The results of the validity test show that all question items on this instrument have a calculated r value greater than the r table (0.1966), so it can be concluded that all instruments in this study are valid. Meanwhile, reliability tests are carried out on question items that have been declared valid. As a result, Cronbach's Alpha values for each variable, namely communication (X1), work motivation (X2), work discipline (X3), and employee performance (Y), all exceeded 0.05, indicating that the instrument was reliable. Thus, it can be concluded that this research instrument has good quality to collect the necessary data in research.

Classical Assumption Test Results

Testing classical assumptions forms the basis for the formation of regression models. Classical assumption testing is measured using autocorrelation, normality tests, multicollinearity and heteroscedasticity.

Normality Test Results

The classical assumption test of normality is used to find out whether the research variable has a normal distribution or not. The data are declared normally distributed if the significance value in the Kolmogorov-Smrirnov test obtained is greater than the significance level of 0.05. Here are the results of the normality test in this study:

Table 1. *One-sample kolmogorov-Smirnov test*

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	3,27511892
Most Extreme Differences	Absolute	,054
	Positive	,052
	Negative	-,054
Test Statistic		,054
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		

Source: SPSS 25 Processing Results

Based on table 1 *of the One-Sample Kolmogorov-Smirnov Test* it can be seen that the residual data from this study have a normal distribution. As stated in table 1 that the value of Asymp. Sig. (2-tailed) is

Asymp. Value Sig. (2-tailed) 0.200 > 0.05 then concluded normal distributed data.

Multicholinerity Test Results

The multicollinearity test aims to test whether in the regression model there is a correlation between independent variables. Here are the results of the multicollinearity test in this study:

Table 2. Multicholinerity Test Results

Model		Collinearity Statistics	
		Tolerance	BRIGHT
1	(Constant)		
	Komunikasi	,781	1,281
	Work Motivation	,410	2,437
	Work Discipline	,397	2,518

A. Dependent Variable: Employee Performance

Source: SPSS 25 Processing Results

Based on Table 2 Multicholinerity Test Results can be obtained as follows:

1) The tolerance and VIF values for the Communication variable of 0.781 > 0.10 and 1.281 <10.00 can be concluded that there are no symptoms of multicholinerity in the data.
2) Tolarance and VIF values for Work Motivation of 0.410 and 2.437 < 10.00 can be concluded that there are no symptoms of multicholinerity in the data.
3) Tolarance and VIF values for Work Discipline of 0.397 and 2.518 <10.00 can be concluded that there are no symptoms of multicholinerity in the data.

Hesterokedasticity Test Results

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another. If the variance from one observation's residual to another is fixed, it is called homokedasticity. To test whether heteroscedasticity occurs or not, the study was carried out with *scatterplot* and Glatzer Test:

Hesterokedasticity Test Results with Scatterplot

Here are the Hesterokedasticity Results with Scatterplot below:
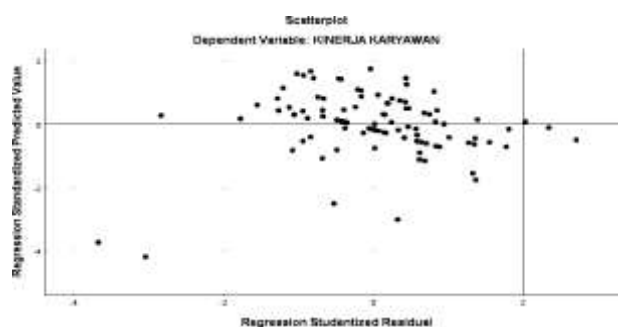

Figure 1. Hesterokedasticity Test Results

Source: SPSS 25 Processing Results

Based on figure 1 The results of the hesterokedaticity test can be concluded that the points spread randomly, do not form a certain pattern, and spread above and below zero. This indicates that there are no symptoms of heteroscedasticity.

Hesterokedasticity Test Results with Glatzer Test

The following are the results of the Hesterokedasticity test with the Glatzer test as follows:

Tableau 3. Hasil Uji Glatzer

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,487	1,492		5,689	,000
Komunikasi	-,116	,053	-,233	-2,195	,031
Work Motivation	-,028	,041	-,099	-,679	,499
Work Discipline	-,065	,066	-,146	-,981	,329

Source: SPSS 25 Processing Results

Based on Table 3 the results of the hesterokedaticity test can be concluded as follows:

a) If the significance value is greater than 0.05 then the conclusion is that there is no hesterokedasticity symptom in the regression model
b) If the significance value is less than 0.05, then the conclusion is that hesterokedasticity symptoms occur in the regression model
c) So it can be concluded that the significance value in table 4.15 of the glajer test results of the signification value is greater than 0.05, so there are no symptoms of hesterokedasticity in the regression model.

Autocorrelation Test Results

The autocorrelation test is used to determine the presence or absence of deviations from the classical assumption of autocorrelation, namely the correlation between sample members. Ghozali (2017: 110) argues that "The autocorrelation test aims to test whether in a linear regression model there is a correlation between the confounding error in the period t with the confounding error in the previous period or t-1". To determine whether there is an autocorrelation, a Durbin Watson test is carried out with the following conditions: Good data has a Durbin Watson (DW) value between 1,550 – 2,460.

Table 4. Auto Correlation Test Results

Model Summary[b]
Durbin-Watson
1,990
A. Predictors: (Constant), Work Discipline, Communication, Work Motivation
B. Dependent Variable: Employee Performance

Source: SPSS 25 Processing Results

Based on the test results in table 4. The results of the autocorrelation test above, this regression model has no autocorrelation, this is evidenced by *the Durbin-Watson* value of 1.990 which is between the interval 1,550 – 2,460.

Multiple Liner Regression Test Results

The results of the regression analysis of Communication, Work Motivation and Work Discipline were further processed using SPSS 25 whose data can be seen as follows:

Table 5. Multiple Liner Regression Test Results

Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,537	2,496		2,218	,029
Komunikasi	,200	,089	,137	2,253	,027
Work Motivation	,338	,069	,409	4,878	,000
Work Discipline	,543	,111	,419	4,905	,000

A. Dependent Variable: Employee Performance

Source: SPSS 25 Processing Results

Based on the results of table 5 of the Multiple Liner Regression Test Results, a multiple linear regression equation is obtained:

KK = 0,137KM + 0,409MK+ 0,419DK

Information:

KK	= Employee Performance
KM	= Komunikasi
MK	= Work Motivation
DK	= Work Discipline

From the regression model above, the following conclusions can be drawn:

1) The communication variable has a regression coefficient value of 0.137 this means that if the other independent variables have fixed or unchanged values, then every increase in one unit of communication variable increases employee performance by 0.409

2) The work motivation variable has a regression coefficient value of 0.409 this means that other independent variables are fixed or unchanged, then every increase in one unit of work motivation variable will increase employee performance by 0.409

3) The work discipline variable has a regression efficiency value of 0.419 this means that other independent variables are fixed or unchanged, so every increase in one unit of the work discipline variable increases employee performance by 0.419.

Hypothesis Testing Results

Test Results f

Test f is a simultaneous test to determine whether the variables of communication, work motivation and work discipline together have a significant influence on employee performance. The f test is performed by comparing Fcalculate and Ftable. From the results of the analysis, the following output results were obtained:

Table 6. Test Results f

Pleading					
Model	Sum Of Squares	Df	Mean Square	F	Sig.
1 Regression	2764,276	3	921,425	83,299	,000b
Residual	1061,914	96	11,062		
Total	3826,190	99			

A. Dependent Variable: Employee Performance

B. Predictors: (Constant), Work Discipline, Communication, Work Motivation

Source: SPSS 25 Processing Results

Based on table 6, it can be seen that the significance value of 0.000 or less than the tolerable error limit of 5% (α = 0.05), so that a regression model consisting of employee performance variables as dependent variables and variables of communication, work motivation and work discipline as

independent variables is declared feasible.

Coefficient of Determination Test Results

This coefficient of determination is used to determine how much influence independent variables can have on the variation of the dependent variable. The calculation results can be seen in the table below:

Table 7 Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate	Durbin-Watson
1	,850a	,722	,714	3,32590	1,990
A. Predictors: (Constant), Work Discipline, Communication, Work Motivation					
B. Dependent Variable: Employee Performance					

Source: SPSS 25 Processing Results

Based on table 7 of the Determination Coefficient Test Results above, it is known that the value of the coefficient of determination or R square is 0.714 or equal to 71.4%. This figure means that the variables of communication, work motivation and work discipline are able to explain employee performance by 71.4%. While the rest (100-71.4 = 28.6%) is explained by variables that are not studied.

Uji Hypoplant

Test t

The t-test is used to measure how far one independent variable partially influences the variation of the dependent variable. The calculated value will be compared with the ttable value with an error rate of $\alpha = 5\%$. The calculation results can be seen in the table below:

Table 8. Test Results t

Coefficients[in]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,537	2,496		2,218	,029
Komunikasi	,200	,089	,137	2,253	,027
Motivation Work	,338	,069	,409	4,878	,000
Discipline Work	,543	,111	,419	4,905	,000
a. Dependent Variable: Employee Performance					

Source: SPSS 25 Processing Results

It can be known from table 8 The results of the partial test (Test t) of each variable can be explained as follows:

1) **Influence of Communication Variables**

   Based on the processing results in table 4.18 partial test results (t-test) above, it can be seen that the tcount value is greater than the t-table, which is 2.253 > 1.66023 and the significance value is 0.027 smaller than 0.05. This shows that H0 is rejected and Ha1 is accepted which means that there is a positive and significant influence of Communication variables on Employee Performance

2) **Effect of Work Motivation Variables**

   Based on the processing results in table 4.18 partial test results (t-test) above, it can be seen that the tcount value is greater than the t-table, which is 4.878 > 1.66023 and the significance value is

0.000 smaller than 0.05. This shows that H0 is rejected and Ha2 is accepted which means that there is a positive and significant influence of the variable Work Motivation on Employee Performance

3) Effect of Work Discipline Variables

Based on the processing results in table 4.18 partial test results (t-test) above, it can be seen that the calculated value is greater than the t-table, which is 4.905 > 1.66023 and the significance value is 0.000 smaller than 0.05. This shows that H0 is rejected and Ha3 is accepted, which means that there is a positive and significant influence of the Work Discipline variable on Employee Performance.

Discussion

Communication to employee performance

Based on the results of research conducted by researchers can show that communication has a positive and significant effect on employee performance, then it can be stated that communication variables affect employee performance. This can be shown in the t-Test

, which results in a significantly smaller value than the probability limit of the error rate used which is 5% = (0.027<0.05) which indicates that H0 is rejected and H1 is accepted. This indicates that the key to understanding communication in groups and organizations is to study the structures that serve as foundations. The existence of interaction and communication that better shows the creation of close relationships and comfort between employees in carrying out work activities.

Organizational communication plays a major role in encouraging members of the organization to devote effort to their work within the organization. Because certain communications provide guidelines for individual decisions and behavior. That is, communication formed in an agency or a company, either in the form of attitudes or perceptions of employees, also accompanies in improving employee performance.

The results of this study also support the results of previous research conducted by Siahaan & Masriah (2022) and Widya Nawang Palupa (2023), resulting in the conclusion that communication has a positive and significant effect on employee performance.

Work motivation towards employee performance

Based on the results of research conducted by researchers can show that work motivation has a positive and significant effect on employee performance, it can be stated that work motivation variables affect employee performance. This can be shown in the T Test, which results in a significantly smaller value than the probability limit of the error rate used, which is 5% = (0.00<0.05) which shows that H0 is rejected and H2 is accepted. This shows that achieving the performance expected by the company requires motivation in employees. With motivation and performance appraisal, company goals can be achieved and personal goals can also be achieved.

Motivation can be viewed as a change in energy in a person characterized by the emergence of feelings, and preceded by a response to the existence of a goal. Giving motivation to someone is a chain that starts from needs, raises wants, causes action, and produces decisions. Of the various stages of motivation, the main factors are the need and direction of behavior. The provision of motivation must be directed to the achievement of organizational goals. Only with clarity of purpose can all personnel involved in the organization easily understand and implement it.

The results of this study also support the results of previous research conducted by Rezky Aprilia (2019) and Lulu Arifatun Khoridah (2022) resulting in the conclusion that work motivation has a positive and significant effect on employee performance.

Work discipline towards employee performance

Based on the results of research conducted by researchers can show that work discipline has a positive and significant effect on employee performance, it can be stated that work motivation variables affect employee performance. This can be shown in Test t, which results in a value significantly smaller than the probability limit of the error rate used which is 5% = (0.000<0.05) which shows that H0 is

rejected and H3 is accepted. This shows that good work discipline from employees such as arriving on time, carrying out work in accordance with what has been set by the company, obeying company regulations will be able to improve the performance of these employees so that company targets will be achieved.

Discipline in a company or government organization is very important to create high productivity and work performance. Good discipline reflects a person's sense of responsibility towards the tasks assigned to him. This encourages morale, passion, and the realization of company, employee, and community goals. Therefore, every manager always tries to make his subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates are well disciplined.

The results of this study also support the results of previous research conducted by Sammy Firwish (2020) and Sugito Efendi &; Hardiyanto (2021), resulting in the conclusion that work discipline has a positive and significant effect on employee performance.

CONCLUSION

Based on the research "The Effect of Work Motivation Communication and Work Discipline on the Performance of PT Surgika Alkesindo Employees", it was concluded that communication, work motivation, and work discipline have a positive and significant effect on the performance of company employees. An increase or decrease in these aspects can affect employee performance proportionally. Therefore, it is recommended that companies maintain effective communication, meet the needs of employee security and safety, and maintain a level of discipline by strictly applying regulations regardless of position position. This action is expected to improve the performance and productivity of PT Surgika Alkesindo employees.

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