

## Identification Of The Variables Influencing Employee Performance

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### Abstract

*The goal of this study is to determine whether or not employees' performance at PDAM Tirta Kamuning Kuningan is impacted by work communication and discipline. Personnel from PDAM Tirta Kamuning Kuningan participated in the study. The sample strategy employed in this investigation is random sampling, which is applied throughout. The sample size for the study consisted of 65 respondents. Although this study uses multiple linear regression analysis, data collection is done using questionnaires. The results of the study show that work communication and work discipline both significantly and favorably affect performance, as indicated by the  $t_{count} > t_{table}$  values of  $7.359 > 1.669$  and  $14.689 > 1.669$ , respectively. Furthermore, as the  $t_{calculate} > F_{table}$  values of  $137.643 > 3.14$  show, the factors of work communication and work discipline also have positive and substantial effects on kinerjs. Every single result, whether in full or in part, has a sig value that is less than 0.05 or  $0.000 < 0.05$ . Communication within the organization significantly affects how well employees perform their duties. The level of work discipline among employees is a critical factor influencing their performance. Both communication and work discipline together have a significant combined effect on employee performance*

**Keywords:** Communication; Work Discipline; Employee Performance

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## INTRODUCTION

When performance meets the company's objectives, it might be considered that the company is making progress. An employee's performance is the end product of his or her labor on the tasks that are allocated to them in compliance with their obligations. This is crucial because the company's performance indicates the caliber of an employee's work. Therefore, enhancing performance may also be a means of enhancing the caliber of human resources in PDAM Kuningan Regency enterprises.

Basically, performance focuses on the process and work results obtained by employees after doing the work given. Performance is individual because each employee has different abilities in carrying out a job, good performance is certainly owned by quality human resources.

Basically, declining performance in a company can be influenced by several factors, namely: inadequate facilities, work environment, bonuses or incentives, communication systems, leadership, decreased discipline, training and career development. From the observations made, the performance in PDAM Kuningan Regency in recent years has decreased, one of which is due to work communication and work discipline factors.

The phenomenon found in PDAM Tirta Kamuning Kuningan about work communication is still not optimal, this is seen from the rare holding of briving, the lack of work communication training because the impact of communication training is very effective for employees. With communication training, it will train skills in regulating himself with mental maturity to control his thoughts, feelings and words in socializing and interlocutors because it all starts from communication, therefore communication training is very effective and other forms that support the improvement of work communication.

From the observations made at PDAM Tirta Kamuning Kuningan, it was revealed that in the personnel division, finance department, and legal department, the work communication was still not carried out properly. Workplace communication is crucial because, according to observations made on the subject, poor communication can lead to uncomfortable situations between coworkers and leaders, as well as between employees and other workers who are all preoccupied with their own tasks. As a result, workplace communication becomes subpar.

There are additional variables that might impact an employee's performance, such as work discipline. One occurrence that falls under work discipline is the reality that some employees are still unable to work as many hours as they would want because their superiors are not giving them work orders. Workers that arrive late, stay late after the break is finished, and convince supervisors to charge them so they can go are a few examples of such behaviors. This shows that there is a lack of awareness from employees in obeying existing regulations in the company.

**PDAM Tirta Kamuning Kuningan Employee Attendance Data Table**

No	Information	Moon							
		Jun e 19	Percentag e	Jul y 19	Percentag e	Au g 19	Percentag e	Se p 19	Percentag e
1	Not Absent	35	21%	36	22%	35	21%	9	6%
2	Late	42	26%	31	19%	29	18%	25	15%

**Source: Primary Data Processed**

According to the attendance data above, there were 115 employees who did not miss work between June and September, and there were 127 late arrivals. These figures indicate that there is still a low level of employee awareness of their individual responsibilities and that some employees continue to underestimate these things.

Therefore, a worker's success can be determined by how well they complete activities that align with their duties. Furthermore, there is a link between employee performance, communication, and work discipline.

Effective communication is crucial for organizational success as it ensures that information is accurately conveyed and understood among employees, leading to better coordination and performance (Robbins & Judge, 2020).

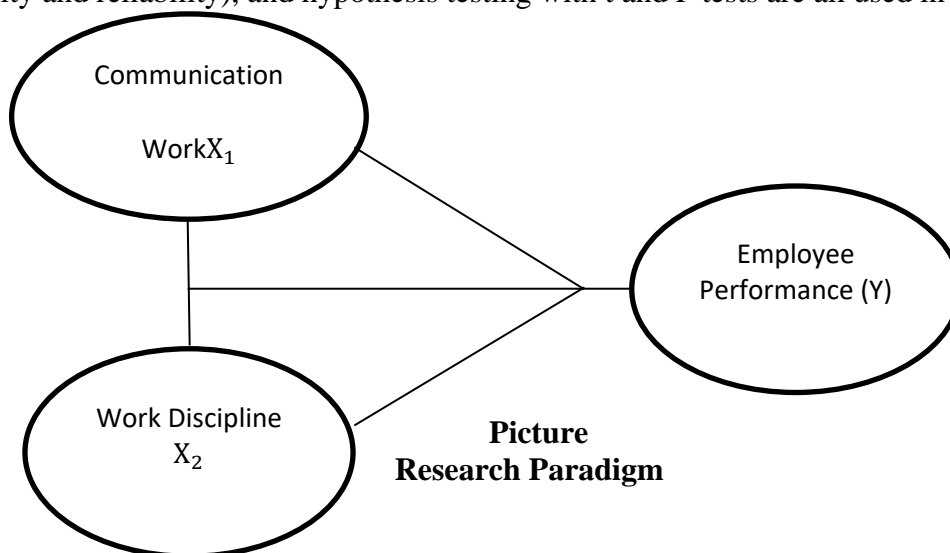
Good communication practices have been linked to higher job satisfaction, which in turn boosts employee performance. Transparent and open communication channels help in reducing misunderstandings and conflicts, fostering a more collaborative work environment (Clampitt & Downs, 2021).

**RESEARCH METHODS**

Research is the activity of data collection, processing, presentation, and writing carried out systematically and efficiently to plan a problem (Ghozali, 2018). In this study researchers used associative methods. In order to determine and examine the impact or relationship of two or more variables—in this example, work discipline and communication variables—on employee performance, researchers employed the associative approach in this investigation. There are 189 regular employees at PDAM Tirta Kamuning Kuningan who make up the study's population. The Simple Random Sampling approach was employed in this study to choose samples from all PDAM Tirta Kamuning Kuningan employees. The study's sample is known as follows:

$$n = \frac{189}{1+(189)0,1^2} = 65,39$$

Based on the total population of PDAM Kuningan employees, namely 189 employees who were then drawn using the *slovin* formula, the results for the research sample were 65.39 which were rounded up to 65 samples. The research instrument that the researchers use is in the form of a questionnaire that has been prepared based on operational variables, where each indicator is made and made into a statement and then outlined in the questionnaire questions. Thus, multiple regression analysis, traditional assumption tests, research instrument tests (validity and reliability), and hypothesis testing with t and F tests are all used in this work.



## RESULT AND DISCUSSION

### Regression Analysis

Multiple regression analysis is used to determine the degree to which a number of independent factors influence the dependent variable. to see how discipline and communication in work affect employee performance.

$$Y = 0.809 + 0.357X_1 + 0.908X_2$$

The linear regression equation that shows the direction of each independent variable with respect to the dependent variable is described below:

1. 0.809 is the constant value. This indicates that performance will rise by 0.809 when work-related communication and discipline are at zero.
2. The regression coefficient for the work communication variable is 0.357, suggesting a positive (unidirectional) relationship between work communication and performance. It says that for every unit increase in the work communication variable, performance will increase by 0.357.
3. The correlation coefficient between the work discipline variable and performance is 0.908, suggesting a positive (unidirectional) relationship between the two.

### Coefficient of determination

The coefficient of determination is used to calculate the effect that discipline and communication at work have on output. The results of the study show that discipline and work communication together account for 89.0% of performance, with elements beyond the purview of the study influencing the remaining 11.0%. For this investigation, the adjust R square (coefficient of determination) is 0.890.

### Test the hypothesis

#### Test t ( Partial)

The t-test is used to ascertain whether each independent variable has a substantial impact on the dependent variable. In contrast,  $t_{count} < t_{table}$  suggests a partial rejection (not significant) of the hypothesis, suggesting the partial test, but  $t_{count} > t_{table}$  implies a passive acceptance (significant) of the study hypothesis.

#### Test the Effect of Work Communication ( $X_1$ ) on Performance (Y)

The first hypothesis, which proposes a partial testing of work communication factors on performance, is as follows:

$H_0$  = There is no discernible impact of work discipline or work communication variables on performance.

$H_a$  = Work discipline or work communication variables have a major impact on performance.

Test criteria:

-  $H_a$  is approved and  $H_0$  is refused if  $t_{counts} > t_{table}$ .

-  $H_a$  is rejected and  $H_0$  is accepted if  $t_{counts} < t_{table}$ .

To determine the value of t, compute using  $\alpha = 0.05$  and  $dk = n - 2 = 65 - 2 = 63$ , resulting in a  $t_{table}$  of 1.669.

#### Coefficients<sup>a</sup>

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.809	3,441		2,726	,008
X1	,357	,119	,680	7,359	,000

a. Dependent Variable: Y

It is clear from the above table that performance is impacted by work communication variables. This is demonstrated by the t value computed  $> t_{table}$ , which is  $7.359 > 1.669$ , and the p-value (Sig)  $< 0.05$ , which is  $0.000 < 0.05$ . As a result,  $H_a$  is accepted while  $H_o$  is denied. Thus, it can be said that factors related to work communication significantly and favorably affect employee performance.

#### Findings from the work discipline variables (X2) hypothesis test in relation to performance (Y).

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.809	2,019		2,578	,012
	X2	0.908	,082	,880	14,689	,000

a. Dependent Variable: Y

The aforementioned table's data indicate that work discipline is a variable that affects employee performance. The p-value (Sig)  $< 0.05$ , or  $0.000 < 0.05$ , and the value of  $t$  is computed  $> t_{table}$ , or  $14.689 > 1.669$ , demonstrate this. If these values are met,  $H_a$  is approved and  $H_o$  is denied. Thus, it can be said that employee performance is positively and significantly impacted by the work discipline variable.

#### F Test (Simultaneous)

##### TABLE

#### The effects of work discipline (X2) and work communication hypothesis test (X1) on employee performance (Y)

ANOVA <sup>a</sup>						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2101,299	2	1050,649	131,643	,000b
	Residuals	473,255	62	7,633		
	Total	2574,554	64			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

It is evident from the above table's statistics that employee performance is impacted by work-related discipline and communication. The F value is computed  $>$ , and the p-value (Sig)  $< 0.05$ , which is  $0.000 < 0.05$ , both demonstrate this. 131.643 is the  $f_{table}$ . The result of 3.14 is that  $H_a$  is approved and  $H_o$  is denied, indicating that the variables of work discipline and communication together have a major and beneficial impact on employee performance.

#### Discussion

#### Workplace Communication's (X1) Impact on Employee Performance (Y) in PDAM Kamuning Kuningan Tirta

The findings of this study, titled The Influence of Work Discipline and Communication on Employee Performance at PT. Sekar Mulia Abadi, are consistent with (Nurmaidah Br Ginting year: 2018). It was discovered that these factors significantly and favorably affect performance. To find out how much 0.248 is, use either adjust R Square or 1 in the test coefficient of determination ( $R^2$ ). This indicates that 26.2% of employee performance is influenced by the

variables of work communication and work discipline. There were other factors that affected the remaining 73.8% but were not covered in this study.

It is necessary to enhance PDAM Tirta Kamuning Kuningan's work communication. Data from the distribution of questionnaires to 65 respondents, which revealed the lowest average value of 3.24 at point P2, which indicates that leaders have a positive attitude when delivering messages, supports this.

### **The Impact of Work Discipline (X2) in PDAM Tirta Kamuning Kuningan on Performance (Y)**

The study's findings support (Syamsu Alam) when it comes to the impact that work discipline, motivation, and communication have on employees' performance in educational quality assurance facilities. Test results from workers at quality assurance organizations revealed that motivation, work discipline, and communication all work together to improve performance. At PDAM Tirta Kamuning Kuningan, work discipline needs to be strengthened. This is supported by data collected from 65 respondents who completed questionnaires; the lowest average value was found at point P8, which indicates that employees get along well with their coworkers in the workplace.

### **Effects of work discipline (X2) and work communication (X1) on PDAM Tirta Kamuning Kuningan performance (Y).**

Work discipline and communication together account for 89% of performance, with variables not included in the study affecting the remaining 11%, according to the Adjust R Square (R<sup>2</sup>) of 0.89. The results of this investigation align with a study conducted by PERONIKA TABOH in 2012 and titled The Impact of Work Communication and Work Discipline on Employee Performance at apt Sentosa Abadi Semesta Pangkalpinang. that work discipline and work communication together have a favorable and significant impact on performance. The coefficient of determination (R<sup>2</sup>) has a single value of 0.875. This shows that the independent factors (work communication and work discipline) may account for 87.5% of the dependent variable (employee performance), with other variables accounting for the remaining 12.5%.

## **CONCLUSION**

The following conclusions on the impact of work discipline and communication on the productivity of PDAM Tirta Kamuning Kuningan employees were drawn from data analysis and research findings The results of the study show that work communication and work discipline both significantly and favorably affect performance, as indicated by the  $t_{count} > t_{table}$  values of  $7.359 > 1.669$  and  $14.689 > 1.669$ , respectively. Furthermore, as the  $t_{calculate} > F_{table}$  values of  $137.643 > 3.14$  show, the factors of work communication and work discipline also have positive and substantial effects on kinerja. Every single result, whether in full or in part, has a sig value that is less than 0.05 or  $0.000 < 0.05$ .: Based on the data, we can conclude that:

1. In PDAM Tirta Kamuning Kuningan, there is a notable impact on the relationship between communication (X1) and employee performance (Y).
2. At PDAM Tirta Kamuning Kuningan, there is a notable impact on the relationship between work discipline (X2) and employee performance (Y).
3. In PDAM Tirta Kamuning Kuningan, there is a notable impact on the influence of work

discipline (X2) and communication (X1) on employee performance (Y).

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