



The Effect of Communication, Motivation, and Work Discipline on Employee Performance at Bank ABC Unit Credit Operational Medan

Alif Kurnia Daud^(✉), Abdul Rahim Matondong, and Linda Tri Murni Maas

Master of Management Study Program, School of Postgraduate Studies, Universitas Sumatera Utara, Medan, Indonesia
alifkdaud19@gmail.com

Abstract. Employee performance determines a company's progress because performance is significant in the organization's efforts to achieve goals. If employees have good performance, it will undoubtedly benefit the company and vice versa. This study aimed to examine and analyze the effect of communication, motivation, and work discipline on performance either partially or simultaneously. The approach used in this study is associative. This study's population was all Bank ABC's Credit Operational Unit Medan employees, totaling 50. The sample in this study was the saturated sample method where all members of the population were used as a sample of 48 Bank ABC Credit Operational Unit Medan employees minus researchers and leaders. Data collection techniques in this study used documentation, observation, and questionnaire techniques. The data analysis technique in this study used a quantitative approach using statistical analysis using data quality tests, multiple linear regression, classical assumption test, hypothesis testing, and coefficient of determination test using the SPSS (Statistical Program For Social Science) software program.

Keywords: Communication · Work Motivation · Work Discipline · Performance

1 Introduction

In an economic condition that is currently experiencing uncertainty, because the real sector is not growing, entrepreneurs as business actors urgently need financial support from the government, either through Bank Financial Institutions (hereinafter abbreviated as LKB) or Non-Bank Financial Institutions (hereinafter abbreviated as LKBB). Banking is one of the sources of funds for individuals or business entities to meet their consumption needs, such as the need to buy a house, car, or motorcycle, or to increase their business productivity, considering that the capital owned by companies or individuals is not sufficient to support business growth in the form of credit. In general, banking activities are businesses based on public trust as users of their services. Trust from customers is critical and non-negotiable. This encourages the professionalism of managers from the top to the bottom level to be well maintained. In the era of global competition, the existence of the banking business is also increasingly fierce. It is no

longer a competition between banks within the scope of SOEs, but private banks are also struggling to provide their best services. The success of every bank in achieving its vision, mission, and business goals now, of course, lies in the performance of its employees [1].

Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. This performance is a combination of three essential factors, namely, the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, and the role and level of motivation of a worker. Communication is a process where two or more people form/exchange information, eventually reaching a mutual understanding. The role and function of communication are often neglected in the company; as a result, misunderstandings often occur between superiors and subordinates and between individuals within the company. Low employee performance cannot be separated from the factors affecting employee performance, one of which is motivation. Motivation is the desire to do as a willingness to expend a high level of effort for organizational goals, conditioned by the ability of effort, to meet a particular individual need. In addition, disciplined employees can also improve their performance. Work discipline is a form of awareness that grows from one's self in fulfilling responsibilities and obeying the regulations that exist within the company. To control employees' work discipline, it is necessary to have supervision and motivation from the organization's leadership. Supervision is critical in improving employee discipline. In order to encourage employee discipline, it is necessary to have a mutually beneficial working relationship between leaders and employees.

Creating good employee performance is not easy because employee performance can be created if the influencing variables, such as motivation and communication, can be appropriately accommodated and accepted by all employees in a company or company. Based on the author's observations, it was found that the employee's performance was still low in carrying out the work. This can be seen from the presence of some employees who cannot complete the work on time and where the employee cannot achieve the targets set by the company. This is evident from the data obtained from the company, where more than 20% of employees every month do not reach the target set by the company.

There are 3 (three) factors that become the assessment of the employees of Bank ABC Operational Credit Unit Medan. The first, Job Description, that is an assessment

Table 1. Employee Performance Assessment Data for 2019–2021

Assessed factors	2019			2020			2021		
	Very good	Good	Bad	Very good	Good	Bad	Very good	Good	Bad
Job description	15	25	8	11	28	9	9	34	5
Individual Competence	20	18	10	19	22	7	12	29	7
Performance	22	15	11	23	23	12	15	20	13
Total	48			48			48		

that is adjusted to the tasks occupied by the employee, meaning that the indicators in this assessment must focus on the direction of the work that can be measured qualitatively and quantitatively and can be achieved with the ability of employees, this assessment also has a target time of work. The second is Individual Competence, which combines knowledge, skills, and attitudes. The indicators of this individual competency assessment are integrity, customer service orientation, adaptation, building relationships, developing other people, and working together/leading groups. In their activities, these indicators often involve many people and communication within them. So that the dominant role of communication in assessing individual competence factors. Third, the performance conclusion is the final result of the performance assessment of Bank ABC's Medan Operational Credit Unit employees from the assessment of job descriptions and individual competencies. Based on the previous description and the data in Table 1. Above, some employees of Bank ABC's Operational Credit Unit Medan still have performance in terms of job descriptions, individual competencies, and performance conclusions that are categorized as poor.

Communication is the process of sending and receiving messages between two people or groups of people with some effect and some instantaneous feedback. Communication ranks at the top of what must be made and done to produce communicative efforts that affect employee performance.

In carrying out the work, communication between co-workers is vital for employees. Employees will always communicate with fellow employees, superiors with subordinates. Without good communication, the organization or company will not be able to perform well [2]. Based on the results of previous research conducted by Wandu et al. [3] and Ardiansyah [4] concluded that communication significantly affects performance.

A leader must pay attention to employees about the importance of the goals of a job so that employee interest arises in the implementation of work. If interest has arisen, the desire becomes strong to make decisions and take work actions in achieving the expected goals; thus, employees will work with motivation and feel satisfied with their work [5].

With the right motivation, employees will be encouraged to do as much as possible in carrying out their duties because they believe that with the organization's success in achieving its goals and various goals, the personal interests of the members of the organization will also be covered. High motivation will create a commitment to what is his responsibility in completing each job. The results of previous research conducted by Astika & Yasa [6] and Susanti [7] concluded that work motivation significantly affects performance.

A leader must pay attention to employees about the importance of the goals of a job so that employee interest arises in the implementation of work, if interest has arisen then the desire becomes strong to make decisions and take work actions in achieving the expected goals, thus employees will work with motivation and feel satisfied with their work [5].

With the right motivation, employees will be encouraged to do as much as possible in carrying out their duties because they believe that with the success of the organization in achieving its goals and various goals, the personal interests of the members of the organization will also be covered. With high motivation will create a commitment to what is his responsibility in completing each job. Based on the results of previous research

conducted by Astika & Yasa [6] and Susanti [7] concluded that work motivation has a significant effect on performance.

Discipline is the manager's action to encourage members of the organization to meet the demands of these provisions. In other words, employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes, and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their performance.

Enforcement of discipline can overcome the problem of poor performance and strengthen the influence of employee work behavior within groups or organizations. If discipline can be implemented appropriately and not delay time, problems can be overcome quickly and easily. Good discipline reflects a person's sense of responsibility for employee tasks. The development of an organization/company and the higher technology the company uses causes frequent changes and the broader work the workforce will carry out. Discipline needs to be held so that the goals of the organization/company can be achieved [8].

The results of previous studies conducted by [9] and [10] concluded that work discipline significantly affects performance.

Communication is a working relationship between superiors and subordinates where the relationship is significant in a job, so all parties in a company establish excellent cooperation. The behavioral system explained that organizational culture affects leadership and communication, then leadership and communication affect motivation, and ultimately motivation affects performance [11].

Employees who have been adequately motivated will be more eager to work better and provide maximum work productivity for the progress and interests of the company in achieving its goals. The better the motivation is given to employees, the better the employee performance. Motivation is seen from five needs levels: physiological, safety, social, esteem, and self-actualization. Social needs, safety, and physiological needs are the highest measure of employee motivation, especially the family atmosphere at work, transportation facilities to work, and the provision of attendance fees and performance allowances impact employee job satisfaction [12].

Enforcement of discipline can overcome the problem of poor performance and strengthen the influence of employee work behavior within groups or organizations. If discipline can be implemented appropriately and not delay time, problems can be overcome quickly and easily. Good discipline reflects a person's sense of responsibility for employee tasks. With the development of an organization/company and the higher technology used by the company, it causes frequent changes and the wider the work that the workforce will carry out, so discipline needs to be held so that the goals of the organization/company can be achieved [8].

Based on the previous description and previous research, the conceptual framework in this study is as follows (Fig. 1):

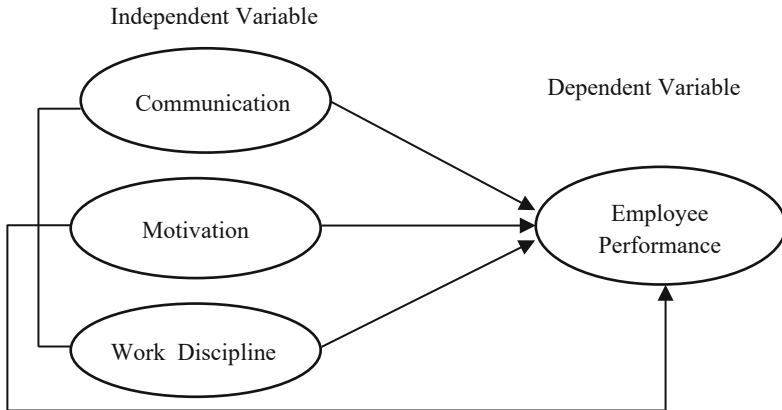


Fig. 1. Conceptual Framework

2 Methods

2.1 Descriptive Statistics

Descriptive statistical analysis was conducted to find out the description and description of data seen from the frequency distribution, the percentage of respondents' answers, and the average value of the assessment. The results of descriptive statistics were analyzed from a total of 48 samples of employees at Bank ABC Credit Operational Unit Medan. The following descriptive statistical analysis is presented based on the variables used during the study.

3 Results and Discussion

Obtained 48 respondents with a total of 11 questions with various answers for the indicators of communication variables. The percentage score of each indicator can be seen in Table 2 as follow:

Distribution of frequency and percentage of respondents' answers based on work motivation indicators shown in Table 3.

Distribution of frequency and percentage of respondents' answers based on work discipline indicators shown in Table 4.

Distribution of frequency and percentage of respondents' answers based on employee performance indicators shown in Table 5.

3.1 Validity and Reliability Test

Result of of Validity Test Communication Variables shown in Table 6.

All calculated R values >0.5494 and all significance values <0.05 were found, then these results indicate that all questions for the communication variable are declared valid.

Results of Communication variable reliability test shown in Table 7.

Table 2. Distribution of Frequency and Percentage of Respondents' Answers based on Communication Indicators

P	SD		D		NA		A		SA		Total		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
X1.1	2	4%	3	6%	11	23%	26	54%	6	13%	48	100%	3.646
X1.2	1	2%	6	13%	7	15%	23	48%	11	23%	48	100%	3.771
X1.3	1	2%	6	13%	13	27%	21	44%	7	15%	48	100%	3.563
X1.4	1	2%	7	15%	7	15%	23	48%	10	21%	48	100%	3.708
X1.5	2	4%	7	15%	12	25%	20	42%	7	15%	48	100%	3.479
X1.6	2	4%	5	10%	8	17%	26	54%	7	15%	48	100%	3.646
X1.7	1	2%	6	13%	9	19%	27	56%	5	10%	48	100%	3.604
X1.8	1	2%	9	19%	4	8%	16	33%	8	17%	48	100%	3.646
X1.9	1	2%	6	13%	9	19%	22	46%	10	21%	48	100%	3.708
X1.10	0	0%	9	19%	3	6%	25	52%	11	23%	48	100%	3.792
X1.11	2	4%	3	6%	8	17%	20	42%	15	31%	48	100%	3.896

Table 3. Distribution of Frequency and Percentage of Respondents' Answers based on Work Motivation Indicators

P	SD		D		NA		A		SA		Total		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
X1.1	1	2%	6	13%	4	8%	15	31%	22	46%	48	100%	4.063
X1.2	1	2%	6	13%	6	13%	13	27%	22	46%	48	100%	4.021
X1.3	0	0%	4	8%	7	15%	22	46%	15	31%	48	100%	4.000
X1.4	0	0%	5	10%	8	17%	19	40%	16	33%	48	100%	3.958
X1.5	0	0%	6	13%	5	10%	18	38%	19	40%	48	100%	4.042
X1.6	1	2%	4	8%	6	13%	18	38%	19	40%	48	100%	4.042
X1.7	0	0%	5	10%	5	10%	20	42%	18	38%	48	100%	4.063
X1.8	0	0%	3	6%	10	21%	16	33%	19	40%	48	100%	4.063
X1.9	0	0%	2	4%	8	17%	18	38%	20	42%	48	100%	4.167

The communication variable is reliable because the alpha value obtained is $0.961 > 0.6$

The result of validity test for work motivation variables shown in Table 8.

All calculated R values > 0.5494 and all significance values < 0.05 were found, then these results indicate that all questions for the communication variable are declared valid.

The result of Reliability Test for Work Motivation Variables shown in Table 9.

Table 4. Distribution of Frequency and Percentage of Respondents' Answers based on Work Discipline Indicators

P	SD		D		NA		A		SA		Total		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
X1.1	1	2%	2	4%	8	17%	20	42%	17	35%	48	100%	4.042
X1.2	1	2%	3	6%	8	17%	18	38%	18	38%	48	100%	4.021
X1.3	2	4%	4	8%	7	15%	22	46%	13	27%	48	100%	3.833
X1.4	0	0%	3	6%	8	17%	20	42%	17	35%	48	100%	4.063
X1.5	0	0%	6	13%	4	8%	21	44%	17	35%	48	100%	4.021
X1.6	1	2%	3	6%	6	13%	24	50%	14	29%	48	100%	3.979
X1.7	0	0%	4	8%	8	17%	19	40%	17	35%	48	100%	4.021
X1.8	0	0%	10	21%	4	8%	19	40%	15	31%	48	100%	3.813
X1.9	2	4%	5	10%	6	13%	19	40%	16	33%	48	100%	3.875
X1.10	1	2%	3	6%	7	15%	21	44%	16	33%	48	100%	4.000

Table 5. Distribution of Frequency and Percentage of Respondents' Answers based on Employee Performance Indicators

P	SD		D		NA		A		SA		Total		Average
	F	%	F	%	F	%	F	%	F	%	F	%	
X1.1	0	0%	4	8%	7	15%	20	42%	17	35%	48	100%	4.042
X1.2	1	2%	3	6%	7	15%	17	35%	20	42%	48	100%	4.083
X1.3	0	0%	4	8%	6	13%	18	38%	20	42%	48	100%	4.125
X1.4	0	0%	4	8%	8	17%	14	29%	22	46%	48	100%	4.125
X1.5	0	0%	4	8%	6	13%	18	38%	20	42%	48	100%	4.125
X1.6	1	2%	4	8%	6	13%	15	31%	22	46%	48	100%	4.104
X1.7	0	0%	3	6%	9	19%	16	33%	20	42%	48	100%	4.104
X1.8	0	0%	4	8%	6	13%	16	33%	22	46%	48	100%	4.167
X1.9	0	0%	2	4%	8	17%	20	42%	18	38%	48	100%	4.125

The work motivation variable is reliable because the alpha value obtained is $0.942 > 0.6$.

The result of validity test for work discipline variables shown in Table 10.

All calculated R values >0.5494 and all significance values <0.05 were found, then these results indicate that all questions for the work discipline variable are declared valid.

The result of work discipline reliability test shown in Table 11.

The result of Validity Test Results for Employee Performance Variables shown in Table 12.

Table 6. Result of Validity Test Results of Communication Variables & Table of Communication Variable Reliability Test Results

No	Pearson Correlation (R count)	R table	Sig. Value	Validity
1	0,663	0,5494	0,018	Valid
2	0,673	0,5494	0,016	Valid
3	0,639	0,5494	0,023	Valid
4	0,594	0,5494	0,035	Valid
5	0,849	0,5494	0,001	Valid
6	0,575	0,5494	0,041	Valid
7	0,663	0,5494	0,018	Valid
8	0,676	0,5494	0,016	Valid
9	0,762	0,5494	0,005	Valid
10	0,594	0,5494	0,035	Valid
11	1,000	0,5494	0,000	Valid

Table 7. Communication Variable Reliability Test Results

Reliability Test	
Cronbach's Alpha	N of Items
,961	11

Table 8. Validity Test Results for Work Motivation Variables.

No	Pearson Correlation (R count)	R table	Sig. Value	Validity
1	0,663	0,5494	0,018	Valid
2	0,673	0,5494	0,016	Valid
3	0,639	0,5494	0,023	Valid
4	0,594	0,5494	0,035	Valid
5	0,849	0,5494	0,001	Valid
6	0,575	0,5494	0,041	Valid
7	0,663	0,5494	0,018	Valid
8	0,676	0,5494	0,016	Valid
9	0,762	0,5494	0,005	Valid
10	0,594	0,5494	0,035	Valid
11	1,000	0,5494	0,000	Valid

Table 9. Reliability Test Results for Work Motivation Variables.

Reliability Statistics	
Cronbach's Alpha	N of Items
,942	9

Table 10. Validity Test Results for Work Discipline Variables

No	Pearson Correlation (R count)	R table	Sig. Value	Validity
1	0,847	0,5494	0,001	Valid
2	0,852	0,5494	0,001	Valid
3	0,688	0,5494	0,014	Valid
4	0,758	0,5494	0,006	Valid
5	0,645	0,5494	0,022	Valid
6	0,753	0,5494	0,006	Valid
7	0,630	0,5494	0,025	Valid
8	0,944	0,5494	0,000	Valid
9	0,764	0,5494	0,005	Valid
10	1,000	0,5494	0,000	Valid

Table 11. Work Discipline Reliability Test Results.

Reliability Statistics	
Cronbach's Alpha	N of Items
,965	10

All calculated R values >0.5494 and all significance values <0.05 were found, so these results indicate that all questions for employee performance variables are declared valid.

The result of reliability test of employee performance Variables shown in Table 13.

The employee performance variable is reliable because the alpha value obtained is $0.936 > 0.6$.

3.2 Normality Test

The normality test was conducted to determine whether the variables used in the study had a normal data distribution or not. Appropriate data to be used in research is data that has a normal data distribution. Researchers analyzed using graphical and statistical analysis to see if the distribution of the data was considered normal or not. Graph analysis

Table 12. Result of Validity Test Results for Employee Performance Variables.

No	Pearson Correlation (R count)	R table	Sig. Value	Validity
1	0,919	0,5494	0,000	Valid
2	0,608	0,5494	0,031	Valid
3	0,667	0,5494	0,018	Valid
4	0,608	0,5494	0,031	Valid
5	0,742	0,5494	0,007	Valid
6	0,784	0,5494	0,004	Valid
7	0,607	0,5494	0,031	Valid
8	0,559	0,5494	0,046	Valid
9	1,000	0,5494	0,000	Valid

Table 13. Table of Reliability Test Results of Employee Performance Variables.

Reliability Statistics	
Cronbach's Alpha	N of Items
,936	9

is used in the form of a histogram graph and a P-P plot graph. The histogram of normality test shown in Fig. 2.

The graph forms a bell (bell-shaped) and does not lean to the left or right, so it can be concluded that the data is normally distributed, as seen from the histogram graph analysis.

The analysis of the P-P Plot graph normality test shown in Fig. 3.

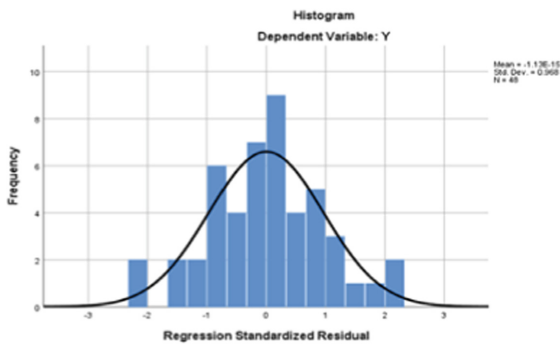


Fig. 2. Histogram

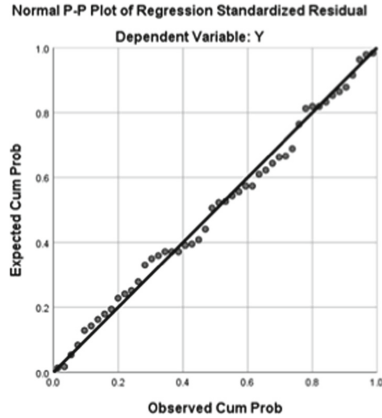


Fig. 3. P-P Plot.

Table 14. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		48
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.64355295
Most Extreme Differences	Absolute	.058
	Positive	.058
	Negative	-.054
Test Statistic		.058
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Following the diagonal line and the distribution not far from the line, it can be concluded that the data is normally distributed, as seen from the analysis of the P-P Plot graph.

One sample Kolmogorov – smirnov of normality test shown in Table 14.

The significance value of 0.200. These results indicate that the data used in the study is normally distributed because $0.200 > 0.05$.

3.3 Multicollinearity Test

This test is conducted to see whether there is a linear relationship to each independent variable used. If there is a relationship between each independent variable used, it can be stated that the data obtained does not pass the multicollinearity test because it has similarities between the independent variables used. The data will be declared to have similarities if the tolerance value obtained is less than 0.10 or the variance inflation factor (VIF) value is greater than 10. The result of multicollinearity test shown in Table 15.

Table 15. Multicollinearity Test Result.

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.122	8.201
	X2	.168	5.965
	X3	.151	6.628

a. Dependent Variable: Y

These results indicate no similarity between the independent variables because all tolerance and VIF values obtained by each variable have values >0.1 and <10 . It can be stated that the data passed the multicollinearity test.

3.4 Heterocedasticity Test

This test is carried out to assess whether all observations have inequalities of variance and residuals. If there are similarities in variance and residuals between a data and other data, it is stated that the data has symptoms of homoscedasticity. If they are different, then heteroscedasticity occurs. Tests are carried out to see if there are similarities in variance and residuals by using a scatter plot graph and the Glejser test. Heteroscedasticity test scatter plot diagram result shown in Fig. 4.

It can be seen that the data spread randomly. So from this randomly distributed data distribution, it can be stated that the data passed the heteroscedasticity test seen in the scatter plot diagram. Glacier heteroscedasticity test shown in Table 16.

From the data obtained, it can be concluded that all independent variables passed the heteroscedasticity test through the Glejser test.

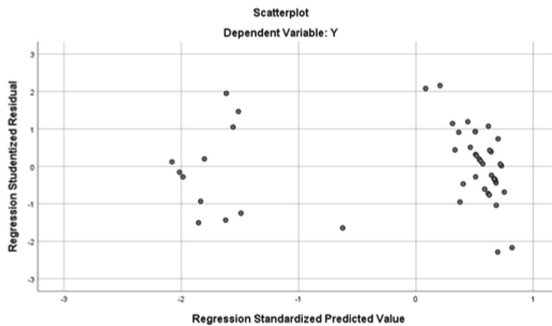


Fig. 4. Heteroscedasticity Test Scatter Plot Diagram.

Table 16. Glacier Heteroscedasticity Test.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.688	.784		2.152	.037
	X1	-.037	.045	-.347	-.827	.413
	X2	-.031	.049	-.229	-.638	.527
	X3	0.56	.047	.453	1.199	.237

a. Dependent Variable: ABSRES

3.5 Multiple Linear Regression

Multiple linear regression is intended to see the independent variable's direction and influence on the study's dependent variable. The result of multiple linear regression shown in Table 17.

From the general multiple linear regression equations that exist, it is found that the multiple linear regression equations used in this study are as follows:

$$Y = 3,618 + 0,199X_1 + 0,418X_2 + 0,255X_3 \quad (1)$$

It was found that the constant value of the equation (α) was 3.618, which means that if the variables X1, X2, and X3 were worth 0, then the employee's performance (Y) would be constant at 3.618. Furthermore, the constant value of the communication variable (β_1) is 0.199, which means that if the communication variable (X1) is 1 and the other variable is 0, there will be an increase in employee performance (Y) of 0.199 so that it becomes 3.817. The constant value of the work motivation variable (β_2) is 0.418, which means that if the work motivation variable (X2) is 1 and the other variables are 0, there will be an increase in employee performance (Y) of 0.418 so that it becomes 4.036. The constant value of the work discipline variable (β_3) is 0.255, which means

Table 17. Multiple Linier Regression Test Result.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.618	1.306		2.771	.008
	X1	.199	.075	.268	2.647	.011
	X2	.418	0.81	.444	5.151	.000
	X3	.255	0.78	.295	3.251	.002

a. Dependent Variable: Y

Table 18. 3.6 T-Statistics Test.

Model		t	Sig.
1	(Constant)	2.771	.008
	X1	2.647	.011
	X2	5.151	.000
	X3	3.251	.002

that if the work discipline variable (X3) is 1 and the other variable is 0, there will be an increase in employee performance (Y) of 0.255 so that it becomes 3.873.

3.6 T-Statistics Test

The T statistical test is carried out to see whether an independent variable affects the dependent variable. This test is done by looking at the significance value obtained in the study. If the significance value is <0.05 , the independent variable significantly affects the dependent variable. If the significance value is >0.05 , then the independent variable has no significant effect on the dependent variable. The result of T statistics test shown in Table 18.

As shown in the table, it was found that the significance value of the communication variable (X1) was $0.011 < 0.05$. So it can be concluded that the communication variable (X1) significantly affects the dependent variable of employee performance (Y), and hypothesis 1 is accepted.

It was found that the significance value of the work motivation variable (X2) was $0.000 < 0.05$. So it can be concluded that the work motivation variable (X2) significantly affects the dependent variable of employee performance (Y), and hypothesis 2 is accepted.

The significance value of the work discipline variable (X3) was found to be $0.002 < 0.05$. So it can be concluded that the work discipline variable (X3) significantly affects the dependent variable of employee performance (Y), and hypothesis 3 is accepted.

3.7 F Statistics Test

The F statistic test is carried out to see whether all independent variables simultaneously affect the dependent variable. This test is carried out by looking at the significance value obtained in the study. If the significance value is <0.05 , all independent variables simultaneously significantly affect the dependent variable. If the significance value is >0.05 , then all the independent variables simultaneously have no significant effect on the dependent variable. The result of F statistics test shown in Table 19.

The significance value obtained is $0.000 < 0.05$. These results indicate that all independent variables simultaneously significantly affect the dependent variable, so hypothesis 4 is accepted.

Table 19. F Statistics Test Result.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2189.040	3	729.680	252.883	.000 ^b
	Residual	126.960	44	2.885		
	Total	2316.000	47			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Table 20. Coefficient of determination.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.972 ^a	.945	.941	1.699

a. predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

3.8 Coefficient of Determination

The coefficient of determination is carried out to see how far the contribution of the independent variable to the dependent variable in multiple linear regression is. The contribution value can be seen from the R Square value shown in the Table 20.

Found the value of R square of 0.945. This shows that all independent variables contribute 94.5% to the dependent variable.

4 Conclusion

Based on the results of the research analysis:

1. Communication (X1) has a partially positive and significant effect on employee performance (Y) with a significance value of $0.011 < 0.05$.
2. Work motivation (X2) partially has a positive and significant effect on employee performance (Y) with a significance value of $0.000 < 0.05$.
3. Work discipline (X3) partially has a positive and significant effect on employee performance (Y) with a significance value of $0.002 < 0.05$.
4. Communication (X1), work motivation (X2), and work discipline (X3) simultaneously have a positive and significant effect on employee performance (Y) with a significance value of 0.000.
5. The value of R square is 0.945, which means that communication (X1), work motivation (X2) and work discipline (X3) contribute 94.5%. These results show that the three independent variables together have a strong influence on the dependent.

4.1 Suggestion

The advice that can be given based on the analysis results is that the company needs to provide allowances according to the workload so that employees can work productively and enthusiastically to provide maximum and optimal company value. Intensively necessary to hold discussions between employees to find solutions to problems that occur at work so that communication between employees can be appropriately established. The company should give sanctions to employees who arrive late so that the implementation of employee discipline in the company can run well. Companies need to conduct training to increase job skills to improve the quality of work and minimize the risk of errors in working for employees.

References

1. Lestari, A. & Listyawati, L. Pengaruh Kompensasi Terhadap Kinerja Karyawan PT. Bank Tabungan Negara (Persero) TBK Kantor Cabang Bangkalan. *J. Ilm. Adm. Bisnis dan Inov.* (2019). doi:<https://doi.org/10.25139/jai.v3i1.1957>
2. Feriyanto, A. & Triana, E. S. *Pengantar manajemen.* (PT. Raja Grafindo Persada, 2015).
3. Wandu, D., Adha, S. & Asriyah, I. Pengaruh Komunikasi Terhadap Kinerja Pegawai Pada Badan Penanggulangan Bencana Daerah (BPBD) Provinsi Banten. *J. Ekon. Vokasi* (2019).
4. Aridansyah, D. O. Pengaruh Komunikasi Terhadap Kinerja Karyawan Dengan Dimediasi Oleh Kepuasan Kerja. *J. Bisnis dan Manaj.* (2016).
5. Mangkunegara, A. A. *Evaluasi Kinerja Sumber Daya Manusia.* (Refika Aditama, 2014).
6. Astika, I. B. P. & Yasa, G. W. Kemampuan Komitmen Organisasi Memoderasi Kompetensi Pejabat Penatausahaan Keuangan dan SPI Pada Kualitas Laporan Keuangan Kota Denpasar. *E-Jurnal Akunt. Univ. Udayana* **22**, 301–325 (2018).
7. Susanti, I. Pengaruh Disiplin Kerja, Pengawasan dan Motivasi Terhadap Kinerja Karyawan Di PT. MMW di Sidoarjo. *J. Penelit. Ekon. Dan Akunt.* **2**, 425–437 (2017).
8. Tanjung, H. Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Prestasi Kerja Pegawai Pada Dinas Sosial Dan Tenaga Kerja Kota Medan. *J. Ilm. Manaj. dan Bisnis* **15**, 27–34 (2015).
9. Utari, K. T. & Rasto, R. Pengaruh Disiplin Kerja Terhadap Kinerja Guru. *J. Pendidik. Manaj. Perkantoran* **4**, 238 (2019).
10. Hadiati, E. Pengaruh Disiplin Kerja Terhadap Kinerja Guru Mts Se- Kota Bandar Lampung. *Al-Idarah J. Kependidikan Islam* (2018). doi:<https://doi.org/10.24042/alidarah.v8i1.3078>
11. Kresna Wirawan, I. & Sudharma, I. Pengaruh Komunikasi, Motivasi Dan Lingkungan, Kerja Fisik Terhadap Kepuasan Kerja Pegawai Sekretariat Daerah Kota Denpasar. *E-Jurnal Manaj. Univ. Udayana* (2015).
12. Juniari, N. K. E., Riana, I. G. & Subudi, M. Pengaruh Motivasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Negeri Sipil (Pns). *E-Jurnal Ekon. dan Bisnis Univ. Udayana* (2015).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

