

CLOUT OF COMMUNICATION, MOTIVATION, DISCIPLINE AND ENVIRONMENT ON EMPLOYEE PERFORMANCE

Rahman Hasibuan^{1*}, Sri Langgeng Ratna Sari²

¹ Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya (STIESIA)

² Universitas Riau Kepulauan

*Corresponding Author: rahmanhasibuan65@gmail.com

Abstract: This study aims to determine the partial and simultaneous influence between communication, motivation, work discipline and work environment on employee performance at PT. Dwi Sumber Arca Waja. The sample in this study amounted to 90 employees. The data used are questionnaires with analytical techniques, namely validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis tests with the help of the SPSS V25 program. The results of this study show that communication variables have a significant effect on employee performance. Motivational variables have no significant effect on employee performance. The variable of work discipline has no significant effect on employee performance. Work environment variables have a significant effect on employee performance. While simultaneously the variables of communication, motivation, work discipline and work environment together (simultaneously) have a significant effect on employee performance at PT. Dwi Sumber Arca Waja.

Keywords: *Communication, Motivation, Work Discipline, Work Environment, Employee Performance*

1. Introduction

Human resource management is the most important asset for the company because it drives the organization in every activity within the company and also as a determinant of the success of a company to achieve goals. According to Hasibuan (2018), human resource management is regulating the relationship between science and art and the role of the workforce to be effective and efficient to help realize the goals of the company, employees and society. Therefore, human resources must always be considered and developed to be even better, the success of a company in achieving goals cannot be separated from the role of its employees. A job can be said to be efficient if its human resources meet the required requirements and qualifications. In other words, employee performance determines the level of continuity of the company.

PT. Dwi Sumber Arca Waja was established in 1995 to produce large diameter and structural tubular steel pipes. The Company is a multinational joint venture consisting of Indonesian, Singaporean, Japanese and European shareholders. The factory is located in Kabil Industrial Estate, Batam in Indonesia which is about 20 km from Singapore. Including its proximity to the port gives us more advantages. Customer requirements, industry standards, and established procedures from the foundation of our Quality Assurance program, which is certified by ISO 9001 & licensed to manufacture API 2B & 5L. The DSAW manufacturing system ensures full traceability of all manufactured products with test data analyzed regularly to ensure quality. PT. DSAW has established itself in the international market and is now a major supplier of Large Diameter Steel Pipes and Structural Tubulars.

Employee performance is important for the organization or company as well as on the part of the employees themselves. According to Prabumangunegara (2020), employee performance is the quality and quantity of work done by employees in carrying out their duties in accordance

with the responsibilities given. The contribution of employees to the company is realized through their performance in carrying out duties. Therefore developing human resources is very important in an organization. Because human resources are very important, one of the efforts that must be achieved by the company is to improve the quality of human resources in the company, therefore employees are expected to improve their performance at work. Things that affect employee performance are communication, motivation, work discipline and work environment. Of the four, it affects employee performance both in positive and negative terms. The performance of employees at PT Dwi Sumber Arca Waja still needs to be improved. The most important thing in improving employee performance is communication. With good communication in the company it can run smoothly and successfully. This problem will result in prolonged conflict between fellow employees due to communication that cannot run effectively. At PT Dwi Sumber Arca Waja, communication is still less than effective, which has an impact on work completion. Communication can also be said to be smooth if employees can exchange information appropriately so that problems that occur can be resolved immediately. Apart from smooth communication, work motivation motivates a person to work diligently or be enthusiastic about working for the company. According to Edwin B Flippo (2016) motivation is a skill in directing employees and organizations to work successfully, so that employees' desires and organizational goals are simultaneously achieved. Decreased work motivation can have an impact on reducing employee performance. The decline in work motivation at PT Dwi Sumber Arca Waja affects employee work results and the quality of employee work, because employees feel lack of enthusiasm for work and the employee's desire to achieve work performance targets, carrying out work that is not in accordance with the targets that have been set.

Furthermore, work discipline is needed within each employee to ensure order and smoothness of work in the company, so as to obtain optimal results. According to Bedjo Siswanto (2016) work discipline is an attitude of obedience, respect, respect and obedience to applicable regulations. At PT Dwi Sumber Arca Waja the level of discipline is not perfect because it can be seen from the employee's sense of compliance with company rules and regulations. Work discipline is related to employee compliance with company rules as seen from employee attendance at the company. Employee absence greatly impacts employee work productivity. The results of the data collection related to employee absenteeism show that there is still a lack of work discipline applied by employees seen from the large number of absences due to the lack of employee awareness in implementing work discipline.

Work discipline provides atmosphere in a pleasant work environment so that it will increase enthusiasm in doing the work. The work environment is a situation in the workplace that can provide employees with a safe and peaceful work atmosphere. According to Prabowo (2018) the work environment is a workplace where the surroundings can give the impression of being safe, pleasant, peaceful and at home in working both physically and non-physically. An orderly and good work environment so that employees feel safe and comfortable in doing their work. The environment around employees is conducive to working, co-workers are easy to work with and the relationship with superiors is getting better, so employees will feel comfortable and enjoy their work. Based on the background described above, this research will explain the influence of communication, motivation, work discipline and work environment on employee performance at PT Dwi Sumber Arca Waja

2. Literature Review

Communication

Communication is the process of conveying and receiving messages that occur within a person between two or more with a specific purpose. Communication can also be said to be smooth if employees can exchange information appropriately so that problems that occur can be resolved immediately. Through communication, employees can also work together with each other. Employee work relationships must communicate with all interested parties, both directly and indirectly, because a person can communicate with other people and exchange ideas which can also broaden a person's insight into work or daily life. According to Purwanto (2021) communication is a process of exchanging information between individuals through a normal system, either with symbols, signals, or behavior or actions. This process is carried out with the aim of influencing or changing the information held and the behavior of the person who receives the message. According to Robbins & Coulter (2016) communication can also be interpreted as transfer and understanding the meaning of transfer if the message or main idea has not been conveyed, then communication has not occurred. And the most important thing is communication as an understanding of meaning. In order for communication to be successful, you must understand each other using language that each other understands.

a. Communication Functions

According to Build (2021) Communication functions are divided into four functions, namely:

- 1) Organizational Monitoring Functions generally have structure and command. Communication helps employees about how and what to do in order to work according to established standards.
- 2) As a motivation by providing clear information and how the achievement of the members of the organization, as well as how to motivate the organization members so that they have the will to perform the task well.
- 3) Good relationships In the presence of good relationships then the communication process can be filled with trust so that the message delivered by the communicator has a positive impact.
- 4) Action Encouraging others to take action in accordance with the purpose is not necessarily easy. Communication will be effective when both sides communicate after there is an action.

b. Communication elements

- 1) Communicator (sender) Which aims to communicate with others sending messages and information to the target person. For example, an employee or a manager.
- 2) Encoding (encoding) To process messages into forms that have been optimized for the need in the delivery of data or information messages. It could be signals or symbols. *Pesan (message)*
- 3) Information to be transmitted by a communicator to the communicator. Words, speeches, or writing.
- 4) A channel is a medium or instrument that is the transmission of the transmitter and the receiver.

c. Communication indicators

According to Ulfa & Surenda (2021) there are indicators of communication, namely:

- 1) Pleasure
Pleasure when communication can take place in a situation pleasant to both sides.

2) Influence on attitude

The purpose of communicating is to communicate with others, then there is a change in their behavior, and there is effective communication.

3) Good relationship

With good relationships then the communication process can be filled with confidence so that the message delivered by the communicator has a positive impact.

4) Action

Encouraging others to take action for a purpose is not necessarily easy. Communication will be effective when both sides communicate after there is an action.

Motivation

Work motivation is a stimulus or stimulus for each employee to work in carrying out their duties. With good motivation, employees will feel happy and enthusiastic at work, resulting in significant development and growth in the organization. Motivation is carried out not only from superiors, but also from oneself, where motivation is defined as a condition within a person's personality that encourages the desire to carry out certain activities in order to achieve the expected goals. There is no reason not to have enthusiasm for work, whatever the conditions at work. To build self-motivation at work, start with the intention to worship, then be grateful for your current job, and have a winning mentality so you have high motivation to give your best.

Work motivation is the inward drive of a person to work with zeal or enthusiasm in working in the company. According to Edwin B Flippo (2016) motivation is a skill, in directing employees and organizations to work successfully, so that the wishes of employees and the goals of the organization are at once achieved. According to J. Moskowits (2016) motivation is generally defined as initiation and guidance of behavior and motivation lessons are actually behaviors. Motivation can be measured by giving the staff an opportunity to improve their knowledge, conduct periodic job evaluations, get used to performing duties in accordance with applicable rules and regulations.

a. Motivation Purpose

Motivation purposes are as follows:

- 1) Improve employee morale and job satisfaction
- 2) Increase employee productivity
- 3) Maintain employee stability
- 4) Improve employee discipline
- 5) Efficiency in employee recruitment
- 6) Create a good working atmosphere and relationships
- 7) Increases employee loyalty, creativity and participation

b. Factors affecting motivation

Motivation as a psychological process in a person is influenced by several factors.

1) Factors within the individual (intern), namely:

- a) age, personal maturity
- b) educational level
- c) personal desires and expectations
- d) needs
- e) fatigue and boredom
- f) job satisfaction

2) Factors outside the individual (external), namely:

- a) a pleasant working environment
 - b) adequate compensation
 - c) good supervision
 - d) appreciation of performance
 - e) status and responsibilities
 - f) applicable rules
 - g) organizational culture
 - 3) Motivation Indicators
- As for indicators according to Sastrohadiwiryo (2018), namely:
- a) awards
 - b) challenges and responsibilities
 - c) development
 - d) involvement and opportunities

Work Discipline

Discipline is a very important function and is the key to realizing goals because without good discipline it is difficult to achieve maximum goals. Discipline is a thing feelings of obedience and obedience to the values one believes in are one's responsibility, such as tasks in the office and employee attendance at the company's adjusted hours the. The higher the discipline, the employee performance will also increase, so Employees will sincerely work as best as possible to achieve the goals of a company(Jepry & Mardika, 2020).

Working discipline is something that should be embedded in every employee. According to Bedjo Siswanto (2016), work discipline is an attitude of obedience, respect, observance and obeying the rules that apply, whether written or unwritten, and being able to implement them and not avoiding to accept sanctions when he breaches the duty and authority given to him. According to Hasibuan (2019), work discipline is the awareness and willingness of a person to abide by all corporate rules and applicable social norms. To carry out discipline properly, all a worker must have is a consciousness of the importance of the rules. Therefore, sound principles of discipline are needed. Working discipline is used to educate employees who disobey company/organisation rules. Therefore, a disciplined employee means an employee who is able to obey all the rules that apply to his company.

a. Purpose of the Working Discipline

In particular, the construction of work discipline for employees among others is as follows:

1. To obey all rules and policies of employment and the rules and regulations in force, both in writing and unwritten, and to execute the orders of management.
2. Can perform the job best and be able to provide maximum service to certain parties interested in the company according to the field of work assigned to him.
3. Can use and maintain the facilities and supplies, goods and services of the company in accordance with the field of work assigned to him.
4. Can act and behave according to the norms that apply to the company.
5. Employees are capable of producing high productivity in line with the company's expectations, both in the short and long term.

b. Factors Affecting Work Discipline

1. Large or small Compensation Grant

Large or small compensation affects direct discipline. Employees will obey all the rules in force, if they feel that the hard work they do will get a return equal to the labor

that has been given to the company. In other words, with adequate compensation, a little more will help the employee/employee to work calmly.

2. There is or is no Leadership Compatibility in the Company

The integrity of a leader is crucial, because in an organization or company, all employees or employees will pay attention to how the leader is able to enforce discipline in him and how he can control himself from words, actions and attitudes that may be detrimental to the rules of discipline that have been established.

3. Whether or not there are certain rules that can be held.

Discipline cannot be enforced if rules are made only on oral instructions that can change according to circumstances and situations.

4. Dalmatian leader's courage to take action.

When an officer breaks discipline, it takes the courage of the leader to take action according to the level of violation he has committed. Through action against disciplinary behaviour, in accordance with the existing sanctions, all employees will feel protected, and in his heart promise not to do anything like that.

5. Whether or not there is supervision of the leadership

In any activity carried out by an organization or company, there needs to be supervision, which will direct the staff to be able to perform the work properly and in accordance with the standards of the organization or the company.

c. Work Discipline Indicators

1. Level of Presence.

That is, the number of employees present to carry out work activities in the company is characterized by a low level of employee absence.

2. Obedience to the Supreme.

It is to follow the direction of the chief in order to get a good result.

3. Working awareness.

It is the attitude of a person who voluntarily does his duty well, not by force.

4. Responsibility

It is the willingness of the employee to take responsibility for the results of his work, the means and supplies used, and the behavior of his job.

Work Environment

The work environment in a company is very important management pays attention. Although the work environment does not implement production process in a company, but the work environment has direct influence on the employees who carry out the process the production. The work environment is the atmosphere where employees live carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If employees likes the work environment where he works, then the employee will feel at home at work, carrying out activities until working time used effectively. On the other hand, the work environment is not inadequate will reduce employee performance.

Working environment is a situation in the workplace that can provide employees with a safe and quiet working environment. According to Nitisemito (2019) the working environment is everything that exists around the worker and that can influence him in carrying out tasks charged. For example, hygiene, music and so on. Since this can affect the work done, every company must work in such a way that it has a positive influence on the employees. According to Ahyari (2019), a working environment is an environment in which employees work in which there are elements of the conditions in which they work.

a. Factors Affecting the Working Environment

1. Personal/individual factors, including the knowledge, skills, abilities, confidence, motivation, and commitment that each individual possesses.
2. Leadership factors, including the quality in giving incentives, stumbling, command, and support given to managers.
3. Team factors, including the quality of support and enthusiasm given by a team mate, confidence in team members, compactness and team membership.
4. System factors, including work systems, work facilities or infrastructure provided by the organization, organizational processes, and culture of performance within the organization.
5. Contextual factors, including stresses and changes in external and internal environments.

b. Types of Work Environment

1. Physical Work Environment.

Physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. Physical work environments can be divided into two categories, namely: a. environments that are directly related to employees (such as: work center, chairs, tables and the like). b. intermediate or general environment can also be called the working environment that affects human conditions, e.g. temperature, humidity, air circulation, lighting, noise, mechanical vibration, etc.

2. Non-physical work environment.

The non-physical work environment is all the circumstances that occur in relation to the employment relationship, whether with the superior or with the fellow employees or the relationship with the subordinate. According to Nitisemito (2019), the company should reflect conditions that support cooperation between the upper, lower and who acquire the same position status in the company. The conditions that should be created are family atmosphere, good communication and self-control.

c. Working Environment Indicators

1. Lighting in the workspace.

Enough lighting but not shiny will help create employee performance.

2. Air circulation in the workspace.

A good air circulation will nourish the body. A sufficient circulation of air in the workroom is essential when the room is full of employees.

3. Stage Relationship.

A harmonious and non-intrinsic relationship with one another.

4. Relationship with employees.

The relationship between the superior and the employee must be wellined and must respect each other between the superiors and the subordinates.

Employee Performance

Employee performance is a measure of the extent to which an employee has succeeded in achieving the goals and standards set by the company or organization where they work. Employee performance can also be interpreted as the results achieved by an employee in carrying out his duties and responsibilities in the organization. Employee performance is the ability, skills and work results demonstrated by an employee in carrying out his duties and

responsibilities at work. Employee performance can be measured through achieving predetermined targets, work productivity, quality of work results, and quality of work in a team. Employee performance is important to the organization or company as well as to the employees themselves. According to Mangkunegara (2018) performance is the quality and quantity of work achieved by an officer in carrying out his duties in accordance with the responsibilities assigned to him. According to Kusriyanto (2016) employee performance is a comparison of the results achieved with the roles and workforce of the unit of time. Employee performance is an individual thing, because each employee has a different level of ability to do his job. Management can measure employees on their performance based on the performance of each employee.

a. Factors Affecting Employee Performance

According to Mangkunegara (2018) states that factors affecting performance include:

1. Factor Ability.

Psychologically, an employee's abilities consist of potential (IQ) and reality abilities. (pendidikan). With an adequate education for his duty and skill in doing his day-to-day work, it will be easier for him to the desired work achievement. Therefore, employees should be placed in jobs that match their skills.

2. Motivation Factor.

Motivation is the attitude of an employee in the face of a work situation. Motivation, is the condition that moves the employee towards achieving a work goal. Mental attitude is the mental condition that encourages a person to try to the maximum work potential. A employee's mental attitude must be physically prepared and educated means a employee must be mentally prepared, as well as physically, understand the goals and goals of work to be achieved and be able to take advantage of and create situations at the workplace.

b. Employee Performance Criteria

1. Efficiency

Efficiency is a consideration of the success of public service organizations making profits, using productive factors as well as considerations based on economic rationality. When applied objectively, criteria such as liquidity, solvency, and profitability are highly relevant efficiency criteria.

2. Efficiency

Whether the objectives of the establishment of the public service organization are achieved is closely linked to the technical rationality, values, mission, purpose of the organization, as well as the function of the development agency.

3. Justice

Justice is questioning the distribution and allocation of services organized by public service organizations. This criterion is closely related to the concept of fullness or speed.

4. Response power

Unlike business carried out by private enterprises, public service organizations absorb part of the responsiveness of the state or government to the needs of the public.

c. Employee Performance Indicators

1. Results of work, that is to say, the level of quantity and quality that has been produced and the extent to which it is monitored.

2. Knowledge of work, that is, curiosity related to the task of work that will directly affect the quantity of the result of work.

3. Initiative, that is, the level of initiative during the performance of work tasks in particular in terms of dealing with problems that arise.
4. Attitude, i.e. work spirit and positive attitude in carrying out his duties

3. Method

The study uses a quantitative approach that will explain the relationship of influence between the variables to be studied, namely the influence of communication variables, motivation, work discipline, and work environment on employee performance. The subject of this research is as many as 90 employees at PT Dwi Source Arca Waja. Data collection techniques used using instruments to obtain primary data by distributing questionnaires to the objects to be studied. In this case, the researchers will distribute the questionnaire to the employees of PT Dwi Source Arca Waja and filled directly by the employees concerned. Data analysis techniques using double liner regression. The hypothesis in the research was partially tested using the t-test to determine the magnitude of the influence of the variables of communication, motivation, work discipline and work environment on employee performance. The test continued with simultaneous testing with the f test to test the relationship between independent variables and dependent variables jointly and testing with determination coefficients (R^2) aimed at measuring how far the model's ability in describing variable variations depends.

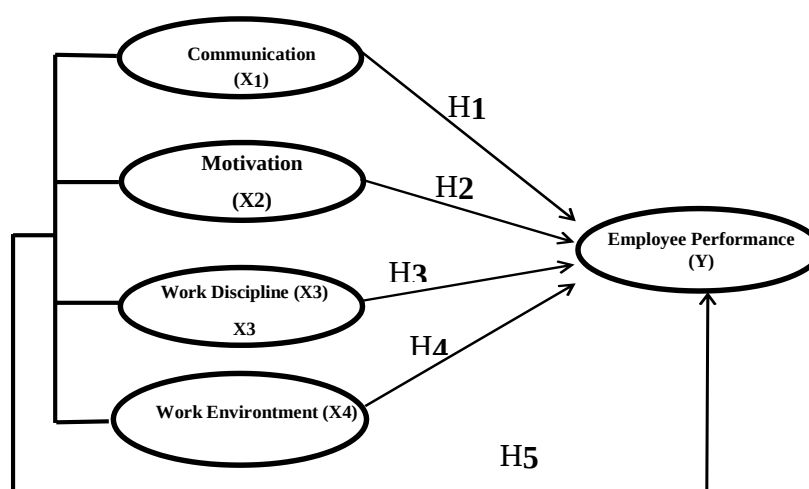


Figure 1. Framework Of Thnking

Based on the description of the framework of thinking and the results of the empirical study above, the research proposes several hypotheses in this research as follows:

- 1) H1: It is suspected that communication (X1) has a positive and significant effect on employee performance (Y) at PT Dwi Sumber Arca Waja.
- 2) H2: It is suspected that motivation (X2) has a positive and significant effect on employee performance (Y) at PT Dwi Sumber Arca Waja.
- 3) H3: It is suspected that work discipline (X3) has a positive and significant effect on employee performance (Y) at PT Dwi Sumber Arca Waja.
- 4) H4: It is suspected that the work environment (X4) has a positive and significant effect on employee performance (Y) at PT Dwi Sumber Arca Waja.

4. Result and Discussion

To predict the influence of free variables on bound variables, double regression analysis is used to prove whether or not there is a functional relationship between these variables. Regression equations can be found on the SPSS output in table 4.8 Double linear regression analysis aims to determine the significance of the influence of independent variables on dependent variables as long as they can produce accurate and accurate predictions. Here's the result of double linear regression in this study:

Tabel 1. Hasil Uji Regresi Linier Berganda

		Coefficients^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	6.023	3.192		1.887
	Komunikasi (X1)	.434	.106	.424	4.090
	Motivasi (X2)	.057	.081	.072	.706
	Disiplin Kerja (X3)	.116	.082	.141	1.408
	Lingkungan Kerja (X4)	.238	.089	.243	2.676

Dependent Variable: Kinerja Karyawan

Source: Primary Data Processing Results, 2023

Based on the above table, then the linear regression equation is double with 4 free (independent) variables as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4$$

$$Y = a + b_1 \text{Communication} + b_2 \text{Motivation} + b_3 \text{Working discipline} + b_4 \text{Working environment}$$

$$Y = 6,023 + 0,434 + 0,057 + 0,116 + 0,238 + e$$

Interpretation:

1. The constant value is 6,023 This means that if communication, motivation, work discipline and work environment is 0, then the constant value of employee performance is 6,023.
2. The value of the communication coefficient (X1) is 0.434. This means that if the value of communication increases by 1% on the assumption of communication, motivation, work discipline and constant values of 0. then the employee's performance is 0.0434. This explains that communication contributes positively to employee performance.
3. The value of the motivation coefficient (X2) is 0.057. This means that when the value of motivation increases by 1% on the assumption of communication, motivation, work discipline and constant value of 0, then the employee's performance is 0.057 which explains that motivation contributes positively to employee performance.
4. The coefficient of work discipline (X3) is 0.116. This means that if the value of the labor discipline increases by 1% on the assumption of the value for communication, motivation, work discipline and constant is 0. then the employee's performance is 0.0116. It explains that the labour discipline contributes positively to employee performance.
5. The work environment coefficient value (X4) is 0.238. This means that when the work environment value increases by 1% on the assumption that the communication,

motivation, work discipline and constant values are 0. then the employee performance is 0.0238. This explains that the working environment contributes positively to employee performance.

Hypothesis Testing

1. T test (Partial)

The t test is used to measure whether in a free variable regression model partially has a significant influence on a bound variable. The test is performed using t count and significant rate. The t test is used to determine whether partially variable X has a significant influence on variable Y, where to determine the value of table t can be used the formula $df = n - k - 1$ where niali df is the test value t, n is the number of respondents, k is the amount of free variables and 1 is the accuracy value of the formula. Means to find out t table on the test t in this study $df = 90 - 4 - 1 = 85$, t table of the number 85 is 1,988. The test criteria of H_0 are accepted if $t_{\text{table}} \leq t_{\text{counts}}$ and H_0 is rejected when $t_{\text{counts}} < t_{\text{table}}$ or $t_{\text{counts}} > t_{\text{table}}$ and the magnitude of the influence of each variable depends on considering beta values.

Tabel 2. Hasil Uji t

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	6.023	3.192		1.887	.063
	Komunikasi (X1)	.434	.106	.424	4.090	.000
	Motivasi (X2)	.057	.081	.072	.706	.482
	Disiplin Kerja (X3)	.116	.082	.141	1.408	.163
	Lingkungan Kerja (X4)	.238	.089	.243	2.676	.009

Dependent Variable: Kinerja Karyawan

Source: Primary Data Processing Results

Thus, the t (partial) test of each independent variable against the dependent variable is as follows:

a. Testing the communication hypothesis (H1)

Based on the test results of the first hypothesis, it is known that the communication variable has a t count of 4,090 > t of table 1,988 and a degree of significance of 0,000 < 0,05. This study is in line with what was conducted by Fudzah, Nurmah in 2020 with the title Impact of Communication on the performance of employees at the Indonesia Post Office Regional Field Office. With the results of the research that is Communication has a positive and significant impact on performance of staff at the Indonesian Post Office Regional Field.

b. Testing the motivational hypothesis (H2)

Based on the results of the test, it can be seen that the motivation variable has a t count value of 0.706 < t table 1.988 and a significant value of 0,482 > 0.05, H_0 accepted and H_a rejected, so it is possible to conclude that partially the variable motivation has no influence on the performance of employees at PT. Dwi Source Arca Waja. This study is consistent with that conducted by Christian Katiandagho, Silvy Mandey, Lisbeth Mananeke in 2018

with the title Impact of Work Discipline, Leadership, and Motivation Against the Performance of Officials in PT. PLN Sulutenggo Area Manado.

c. Testing the hypothesis of labor discipline (H3)

Based on the results of the test, it can be seen that the labor discipline variable has a t-value of $1,408 < t \text{ table } 1,988$ and a significant value of $0,163 > 0,05$, H_0 accepted and H_a rejected, so it may be concluded that partially the work discipline has no influence on the performance of the employee. This study is in line with what was conducted by the Secretary-General in 2021 with the title Impact of Work Discipline and Motivation on Employee Performance at the General Hospital of the Kanjuruhan Malang Region. With the results of the research that is Working Disciplines have no influence on the performance of employees at the Public Hospital of Kanjuruhan Malang District. (H4)

d. Working Environment Hypothesis Testing

Based on the test results can be seen that the working environment variable has a t count value of $2,676 > t \text{ table } 1,988$ and a significant value of $0,009 < 0,05$, H_0 rejected and H_a accepted, so it can be concluded that partially the work environment has a positive and significant influence on employee performance. This study is in line with what was conducted by Denok Sunarsi, Hadion Wijoyo, Dosi Prasada, Dede Andi in 2020 with the title Impact of the Working Environment on the Performance of Employees in PT.

2. Test f (Simultan)

The F test is used to determine whether the whole independent variable simultaneously has a significant influence on the dependent variable. The Simultaneous test is a test performed on the independent whole (free with the aim of determining whether the variables together have a significant effect on dependent/bound variables). The results of the F test in this study are as follows:

Tabel 3. Hasil Uji F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	315,121	4	78,780	22,064	,000 ^b
	Residual	303,501	85	3,571		
	Total	618,622	89			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Komunikasi, Motivasi, Disiplin Kerja, Lingkungan Kerja

Source: Primary Data Processing Results, 2023

Based on the above table it can be seen if the value of f counts as $22,064 > \text{of } f \text{ table } 2,48$ and the significant value of $0,000 < 0,05$ so that the hypothesis is acceptable. Therefore, it can be concluded that the variables Communication, Motivation, Working Discipline and Working Environment have a significant and simultaneous influence on employee performance. So that H_{04} was rejected and H_{04} accepted.

3. The Determination coefficient test (R^2)

The determination coefficient (R^2) is a measure of how far the ability of independent variables is influenced in viewing dependent variables together. The value of the determination coefficient is between zero and one. The results of the determination coefficient testing in this study are

Tabel 4. The Determination Coefficient Test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,714 ^a	,509	,486	1,890

a. Predictors: (Constant), Komunikasi, Motivasi, Disiplin Kerja, Lingkungan Kerja

Source: Primary Data Processing Results, 2023

From the determination coefficient table (R²) seen from the adjusted R square value of 0.486 or 48.6%, this means that 48.6% of the variation of communication variables, motivation, work discipline and work environment can explain the variable of employee performance. While the difference of 51.4% (100% - 48.6%) is influenced by other variables not studied in this study.

5. Conclusions

Based on the results of the study, the conclusions of this study are as follows:

Partially, of the results of the communication variable influence test based on a thitung of 4,090 and t_{table} larger than 1,988 means that the t_{counts} value is greater than the value of the table and the significant value of 0,000 means that a significant value is smaller than 0.05. Therefore H_0 was rejected and H_a accepted. So it can be concluded that communication has a significant influence on employee performance.

Partially, from the results of the t test, the influence of the motivational variable based on t_{counts} is 0.706 and the t_{table} is 1.988 means the t_{counts} value is smaller than the value of the table and the significance value is 0.482 means the significant value is greater than 0.05. Therefore, H_0 was accepted and H_a rejected. So it can be concluded that motivation has no influence on employee performance.

Partially from the results of the t test the influence variable of the work discipline based on t_{counts} is 1,408 and t_{table} is 1,988 means the thitung value is smaller than the t_{table} value and the significance value is 0,163 means the significant value is greater than 0.05. Therefore, H_0 was accepted and H_a rejected. So it can be concluded that work discipline has no influence on employee performance.

Partially, from the results of the t test, the influence of the working environment variable based on t_{counts} was 2,676 and t_{table} was 1,988 means t_{counts} value is smaller than the value of the table and the significant value of 0,009 means a significant value is less than 0,05. Therefore H_0 was rejected and H_a accepted. So it can be concluded that the working environment has a significant influence on employee performance.

Simultaneously, based on the results of the test F f_{counts} value of 22,064 whereas a f_{counts} value of 2,48 means a calculated value greater than a f_{table} value with a probability of 0,000 less than 0.05 then H_0 is rejected and H_a is accepted. So it can be concluded that communication, motivation, work discipline and working environment together (simultaneously) significantly influence the performance of employees.

Based on the results of the analysis from the conclusions above, several suggestions can be given in the hope that they will be useful for this company to be able to improve communication between employees and superiors, PT. Dwi Sumber Arca Waja can hold family gatherings to strengthen friendship and closeness between employees. Furthermore, companies should

increase employee work motivation by providing rewards or awards such as promotions or promotions so that employees get motivation to improve their performance in the company. It is recommended to pay more attention to employee work discipline, for example by providing warnings, sanctions and punishments if employees violate established company regulations. To improve employee performance regarding the work environment is to increase ventilation, repair problematic facilities and provide a comfortable and conducive place. in the workplace so that employees are comfortable and can work optimally. Furthermore, employees also need to improve their performance as a responsibility to carry out work at PT. Dwi Sumber Arca Waja so that the company can also compete with other companies.

References

- Sastrohadiwiryo. (2018). *Pengaruh Disiplin Kerja, Motivasi Kerja, Etos Kerja Dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Bagian Produksi Di Pt. Inko Java Semarang* (Vol. 11, Issue 21).
- Febrianda Ananda Silalahi, Edwin Agung Wibowo, Rahman Hasibuan, Studi Manajemen, P., Ekonomi dan Bisnis, F., & Pelita Bangsa, U. (2021). *Pengaruh Komunikasi, Disiplin Kerja, Etos Kerja dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan PT. Esun Internasional Utama Indonesia Batam*.
- Khongida, Z., Purnamaningsih, N., & Daniel, D. (2019). Pengaruh Komunikasi, Motivasi, Disiplin Kerja Terhadap Kinerja Karyawan Cv. Denov Putra Brilian Tulungagung. *JIMEK : Jurnal Ilmiah Mahasiswa Ekonomi*, 1(1). <https://doi.org/10.30737/jimek.v1i1.284>
- Febriani, S. F. (2022). Pengaruh Komunikasi, Disiplin Kerja, Semangat Kerja Dan Budaya Organisasi Terhadap Kinerja Karyawan Koperasi Tani (Koptan) Jasa Tirta Sendang Tulungagung. *Jurnal Publikasi Sistem Informasi Dan Manajemen Bisnis*, 1(3), 153–168.
- Puspita, D. A., Universitas, M., Kadiri, I., Rafikhein, K., & Ayuanti, N. (2022). Pengaruh Komunikasi, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan UD Tenun Ikat Kodok Ngorek. In *Jurnal Publikasi Ilmu Manajemen (JUPIMAN)* (Vol. 1, Issue 3).
- Yohanes Herman Susilo. (2022). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Mattel Indonesia. *Jurnal Manajemen, Organisasi, Dan Bisnis*, 2(1), 181–191.
- Wahyu Indra Pratama Perangin Angin, R. (2021). Pengaruh Komunikasi, Disiplin Kerja, dan Keselamatan dan Kesehatan Kerja (K3) Terhadap Kinerja Karyawan. *Jurnal Ilmu Dan Riset Manajemen*, 10(6), 1–16.
- Ni Kadek Ekayanti, & I Putu Bagus Suthanaya. (2020). Pengaruh Komunikasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Bali Mitra Wahana Rafting Di Kabupaten Karangasem. *Journal Research of Management*, 2(1), 36–43. <https://doi.org/10.51713/jarma.v2i1.33>
- Zendrato, P. K., & Gurusinga, L. B. (2022). Pengaruh Komunikasi, Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan Pada PT. Nutrifood Medan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 975–986. <https://doi.org/10.36778/jesya.v5i1.6>
- Robert Tua Siregar, Ujang Unas, Debi E Putri. (2021). *Komunikasi Organisasi*. Bandung: Widina Bhakti Persada

- Fauzia Agustini, Annisa Ihdina. (2019). *Strategi Manajemen Sumber Daya Manusia*. Medan: UISU Press
- Umi Farida, Sri Hartono. (2016). *Manajemen Sumber Daya Manusia II*. Ponorogo: UMPO Press
- Yuliana, Jeffry, Akbar, A., Weny, & Jackson, M. (2019). *Pengaruh Motivasi Terhadap Peningkatan Kinerja Karyawan PT. Bank Central Asia Cabang Golden Trade Medan*. *Jurnal Ilmiah Simantek*, 3(1).
- Mahmudah Enny W. (2019). *Manajemen Sumber Daya Manusia*. Surabaya: UBHARA Manajemen Press
- Novia Ruth Silaen, Syamsuriansyah, Reni Chairunnisah. (2021). *Kinerja Karyawan*. Bandung: Widina Bhakti Persada
- Tun Huseno. (2016). *Kinerja Pegawai*. Malang: Media Nusa Creative
- Supomo, R., & Eti, N. *Sumber Daya Manusia*. Bandung: Yrama Widya, 2018. ISBN 978-60202770724-3. Hal 165