

The Impact of Communication And Work Discipline on Performance

by Almer Rasyid

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The Impact of Communication And Work Discipline on Performance (Studi Karyawan Pada Klinik Rawat Inap Ellisa Malang)

Almer Rasyid

Universitas Merdeka Malang

Muhammad Rizky Firdaus

Universitas Merdeka Malang

Muhammad Alif Alfarizi

Universitas Merdeka Malang

Email : Almer.rasyid@unmer.ac.id

Abstract. Human Resources is able to produce quality performance in a firm. To generate a high quality HR performance demands effective skill management, the variables that might affect the quality of HR performance are communication and work discipline that run simultaneously. The goal of this study is to determine and analyze the influence of communication and work discipline on employee performance, as well as to determine and analyze which of the two variables is the most dominating on the performance of Elisa Malang inpatient clinic staff. This topic has 47 respondents, employing sample collection technique is saturated sample research. Data collecting approaches using a questionnaire and Interviews. Data analysis with IBM SPSS Statistics. The results of this study can be stated that the factors of communication and work discipline have a simultaneous effect on the performance variable. The two communication factors have a significant but not significant effect on performance, while the work discipline variable has a significant effect. performance. And the results of the study also suggest that one of the variables has a more significant influence, namely the work discipline variable.

Keywords: Communication, Work Discipline, Performances

Abstrak. Sumber Daya Manusia mampu menghasilkan kinerja berkualitas dalam sebuah perusahaan. Untuk menghasilkan kinerja HR berkualitas tinggi membutuhkan manajemen keterampilan yang efektif, variabel yang dapat mempengaruhi kualitas kinerja sumber daya manusia adalah komunikasi dan disiplin kerja yang berjalan secara bersamaan. Tujuan dari studi ini adalah untuk menentukan dan menganalisis pengaruh komunikasi dan disiplin kerja pada kinerja karyawan, serta untuk mengetahui dan menganalisa mana dari dua variabel yang paling mendominasi kinerja staf klinik rumah sakit Elisa Malang. Topik ini memiliki 47 responden, menggunakan teknik pengumpulan sampel adalah penelitian sampel jenuh. Pendekatan pengumpulan data menggunakan kuesioner dan wawancara. Analisis data dengan IBM SPSS Statistics. Hasil dari penelitian ini dapat dinyatakan bahwa faktor-faktor komunikasi dan disiplin kerja memiliki efek simultan pada variabel kinerja. Kedua faktor komunikasi memiliki pengaruh yang signifikan tetapi tidak berarti pada kinerja, sedangkan variabel disiplin kerja memiliki efek yang signifikan. Dan hasil penelitian juga menunjukkan bahwa salah satu variabel memiliki pengaruh yang lebih signifikan, yaitu variabel disiplin kerja.

Kata kunci: Komunikasi, Performa, Disiplin Kerja.

BACKGROUND STUDY

The management of human resources (HRM) is a crucial component inside an organization. Without effective human resource management (SDM), the company's operational activities would be hindered, as SDM serves as the primary focal point within the firm. This phenomenon can be attributed to the inherent desire of every member to actively participate in all activities inside the organization. Consequently, the individual plays a crucial role in managing any changes that take place within the firm.

Change refers to a deliberate endeavor to modify the established routine of an organization. Discussing change is not beyond the purview of human resources, as strategic decision-making (SDM) has the potential to foster organizational success inside a corporation. In order to achieve a high level of performance in Shared Decision Making (SDM), it is important to possess effective management abilities. Two key elements that can significantly impact the quality of SDM performance are communication. Conversely, the absence of effective communication and work organization leads to poor communication and a lack of clear hierarchical division of work among employees. Communication is a fundamental activity that involves the transmission of information between individuals or between individuals and groups. Effective communication is essential for fostering positive relationships among employees and between employees and their bosses. Effective communication is crucial for achieving success inside a firm, as it fosters mutual respect among personnel. However, within a corporation, communication failures frequently occur, including the ineffective dissemination of information. However, proficient communication has the potential to impact the trajectory of corporate management. Communication efficacy can be influenced by various factors, including the implementation of managerial functions. The absence of effective communication hinders the functioning of management and the achievement of organizational objectives. The advent of the communication era has expanded beyond traditional face-to-face interactions, encompassing the utilization of communication technologies enabled by digital platforms such as email, WhatsApp, Telegram, and others. With the provision of adequate facilities, the organization is poised to capitalize on these opportunities, hence enhancing the overall performance of its workforce.

Furthermore, the element of work discipline holds equal significance in influencing the caliber of an employee's performance, alongside communication. According to Hasibuan (2008), discipline can be defined as an individual's awareness and adherence to established rules and regulations. Discipline can be understood as an essential disposition that individuals must possess in order to effectively adhere to established regulations. Increasing an individual's level of self-control in adhering to established regulations can reduce the frequency of errors. The level of employee discipline has a crucial role in determining the success of a corporation. As an employee, it is imperative that you adhere to the established norms without any form of compulsion. An indication of disciplinary attitudes among employees is their varying levels of understanding and compliance with business rules, as well as their amount of responsibility towards their assigned job station or division of work. The implementation of employee

performance improvement is often hindered by many impediments, which might have a negative impact on the employee's performance. There are two independent factors examined in this study, namely communication and job discipline. The researchers' early investigation yielded findings pertaining to factors associated with communication and job discipline. This is exemplified by the first sign of communication, which refers to the occurrence of communication that lacks harmonization or fails to communicate effectively with the same workforce. This aspect of miscommunication hinders the delivery of the intended alternative. This communication interaction will have a negative impact on employee confidence, leading to a decrease in their ability to function efficiently. The measure of labor discipline, specifically work discipline, has the potential to influence an employee's effectiveness in delivering a product to the consumer. This issue may arise if the individual lacks self-control in doing their duties to the fullest extent, thereby leading to a poor perception among consumers or patients receiving treatment.

THEORITICAL STUDY

Human resource management is crucial for the success and growth of a company. Human Resource Developments plays a significant part in driving the firm's progress and advancing its enterprise. Hasibuan (2003) defines Human Resource Development as the systematic and skillful management of relationships and roles to achieve business objectives in a productive and streamlined manner. A crucial component of this Strategic Human Resource Management (SDM) is the individuals that join the organisation as employees. The field of human resource management encompasses various aspects of management, such as planning, organisation, implementation, and control, as stated by Rivai (2003). Within an organization, effective communication plays a key role in influencing the overall functioning of the organisation. It facilitates the transmission of messages and information from one employee to another, as well as between employees and their superiors. Yasir (2012) defines communication as a dynamic process including symbolic activity and the exchange of meaning. Its purpose is to facilitate the effective processing of information or messages by recipients. Communication is an integral component of the MSDM role in managing the workforce. Effective communication among employees or between employees and leaders is crucial in managing human resources. Effective communication will positively influence an organization. The field of working discipline encompasses various functions related to human resources management, including integrating functions. Integration refers to the company's endeavour to harmonise the requirements of its personnel with the objectives of the company. The absence of effective staff

discipline is a significant challenge for the organisation in achieving its objectives. Effective work discipline is assuming accountability for given responsibilities and adhering to all established regulations. The optimal sequence. The establishment of a well-organized system can lead to enhanced efficiency, effectiveness, work spirit, and better employee work morale. Performance is an employee's behaviour as demonstrated by the accomplishment of his work's outcomes. In order for the business to fulfil its objective, employee performance is crucial. It is typical for a business to present a planning objective that it hopes to achieve in the future, and that objective will then be produced by each person's actions. Employees are supposed to be motivated by performance reviews to meet operational goals. "Performance is basically what an employee does or does not do," asserted Mathis and Jackson (2006). A company's or organization's overall performance, as well as the performance of each employee and working group inside the company, is improved. The performance of the work or output (output) of both quality and quantity obtained by the individual human resources in carrying out their work tasks in accordance with the obligations allocated to them is what Mangkunegara (2007) defines as employee performance. "Performance means the output of work comes from behaviour, this concept of performance connects the outcome of work with," states Armstrong (1999). Behaviour is the performance of human activities intended to carry out the responsibilities allocated to them by the organization.

Empirical Study

The study conducted by Saroyo and Noor in 2019, titled "Impact of Communication and Working Discipline on Employee Performance at P.T. Syariah Bank Mandiri Branch Office Tanjung," shares several similarities with this research. Specifically, both studies focus on the independent variables of communication and work discipline, and employ quantitative research methods to examine the dependent variable of employee performance. The distinction resides in the geographical context of the study.

Septiandaru (2019) did a study named "The Influence of Communication, Work Discipline, and Work Motivation on Employee Performance in the Food Department of Surabaya." Both the independent factors of communication and work discipline, as well as the dependent variables of work performance and quantitative research methodologies, exhibit similarities with the present study. The distinction is in the independent factors pertaining to work motivation and research location.

Sinuhaji (2020) did a study titled "The Influence of Communication and Team Collaboration on Employee Performance." This study examines the convergence of independent variables pertaining to communication and dependent variables pertaining to employee performance, while also employing quantitative research methods.

In a study conducted by Julita and Arianty in 2016, the researchers examined the influence of communication and working environment on employee performance at PT Jasa Marga (Persero) Tbk. Branch Belmera Medan. This study employs independent variable equations to examine the relationship between communication and employee performance, while also utilizing quantitative research methods. The distinction is in the independent factors pertaining to the working environment and the research location.

Permatasari (2019) did a study named "The Influence of Communication and Work Discipline on Employee Performance" at PT. Hokaben Alam Silk Tangerang." This study employs a quantitative research methodology to examine the relationship between independent variables, namely comics and work discipline, and dependent variables, specifically employee performance. The distinction resides in the geographical context of the study.

Mariani and Sariyanthi (2017) conducted a study named "The Influence of Motivation, Communication, and Working Discipline on Employee Performance at Mina Paguyangan Farm in Denpasar." This study reveals parallels with previous research, including the presence of independent variables related to communication and work discipline, as well as variables that are contingent upon employee performance and apply quantitative research methodologies. The distinction is in the independent variables of the research's motivation and location.

Fitriano (2020) did a study named "The Influence of Working Stress, Working Discipline, and Working Communication on Employee Performance at PT. National Super." This study has commonalities with previous research conducted on independent variables pertaining to work discipline and work communication, as well as the utilization of quantitative research methods. The distinction resides in the independent variable pertaining to work stress and the research location.

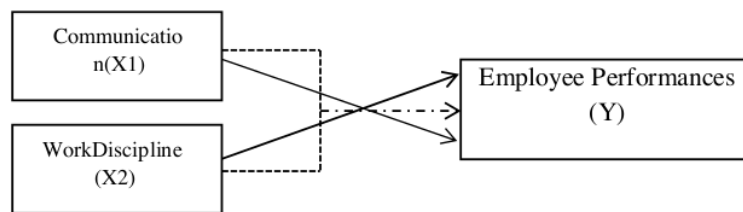
In the forthcoming study conducted by Alfarizi (2021), the focus will be on investigating the impact of communication and work discipline on employee performance. This phenomenon exhibits numerous parallels in terms of dependent variables and quantitative research methodologies. The primary distinction mostly resides in the geographical context of the study. Ardiyansyah's (2016) study, titled "The Impact of Communication on Employee Performance Mediated by Job Satisfaction," shares similarities with the present study in terms of its

independent variables, specifically communication, as well as the variables that are dependent on employee performance. Additionally, both studies employ quantitative research methods. The distinction can be observed in the intervening variables and the geographical context of the study.

Syafira's (2017) study, titled "The Influence of Work Discipline on Employee Performance," shares parallels with the present research in terms of its focus on independent variables, namely work discipline, and dependent variables related to employee performance. Additionally, both studies employ quantitative research methodologies. The distinction is in the geographical position.

Maulida's 2018 study, titled "Impact of Communication and Motivation on Employee Performance by BESS Finance Banjarmasin," shares similarities with this study in terms of examining the relationship between communication and employee performance, as well as employing quantitative research methods.

Hipotesis Model



Keterangan :

- - - ➞ Simultaneously

➞ Partially

1. : Employee Performance (Y) is partially impacted by suspected communication (X1)
2. : Work Discipline (X2) Is Partially Impacted by suspected Employee Performances (Y).
3. : Communication (X1) and Work Discipline (X2) is Simultaneously Impacted by Employee Performances (Y).
4. : Communication (X1) Dominating impact to Employee Performances (Y).

Methodology Of Research

The researchers employed a quantitative research methodology in their investigation. Sugiyono (2019) defines quantitative research as a methodology employed to gather historical or current data pertaining to behavior, opinions, characteristics, beliefs, and the relationships between variables. It serves as a theoretical examination of psychological and sociological variables, derived from a sample of a specific population. The collection of data through observation techniques is a key component of this approach. (Interviewer or interviewer). This particular research methodology employs quantitative research techniques, since it involves the utilization of numerical data and statistical analysis to examine and evaluate theoretical constructs. A research site refers to a specific object or physical setting where a researcher conducts their research with the objective of gathering data. The investigation was conducted at Ellisa Malang Inpatient Clinic, located at Toba Lake E5 No. 22, Sawojajar, Kedungkandang District, Malang East Java City, with a postal code of 65139. The researchers selected this location primarily due to the crucial role of communication in healthcare organizations. Effective communication is essential for medical personnel to provide accurate, prompt, and efficient treatment to patients. In the healthcare industry, ensuring patient safety necessitates accurate and swift treatment. With 34 responses, or 72% of the total, women make up the majority of responders. Thirteen, or 28 percent, of the total responders are male. According to the summary above, there were more women than men among the responders at the Elisa Malang Clinic. This is consistent with the research site's conditions, where women are more needed in the Elisa Malang Hospital Clinic due to their propensity for being more cautious and understanding while handling patients' attitudes.

The hypothesis is tested using a double regression equation, with the formula:

$$Y = a + b_1X_1 + b_2X_2$$

Description : Y = Performance

a = Constant

b₁ = First regression conference

b₂ = Second regression Conference

X₁ = Communication

X₂ = Working Discipline

Test t (regresi parsial)

a. Determining the formality of the hypothesis

H₀ : b₁ = 0, meaning no influence of each free variable (x) on the bound variable (y).

H_a : b₁ ≠ 0 means, has the influence of each free variable (x) on the bound variable (y)

b. Determine a 95% degree of confidence ($\alpha = 0.05$)

c. Determining Significance

Significant value (P volume) $\leq 0,05$, then H_0 is rejected and H_a accepted.

Significant value (P value) ≥ 0.05 then H_0 rejected and H_a Rejected.

F test

a. Test (regresi simultan)

1) Determine the formation of the hypothesis , $H_0 : b_1 = 0$ means, all free variables (x) simultaneously affect bound variables (y) , $H_a : b_1 \neq 0$ means, all free variables (x) are simultaneously affects bound variables (y) (2) Determine a 95% degree of confidence rate ($\alpha = 0.05$) (3) Determine significance, Significance value (P value) $\leq 0,05$, then H_0 is rejected and H_a accepted Significance value (P value) $\geq 0,05$, then H_0 is rejected and H_a rejected

RESULTS

The respondents of this study were all employees of Elisa Malang Clinic. Based on the disseminated questionnaire, obtained some picture of the characteristics of respondents, namely, by age, gender, position and last education.

1. Description of respondents based on age

The number of classes, the range of classes and the length of classes are also determined using the formula strages which results as follows:

a) the number of interval classes $K = 1+3,3 \log 47 = 6,51 = 6.51$ is rounded to 7

b) the interval class range = maximum score – minimum score = $58 - 18 = 40$

c) Interval class length = data range / interval class number = $40/7 = 5,7142$ rounded to 6

Table 1 Respondent based on ages

No.	Age	Person
1.	18 – 23	22
2.	24 – 29	14
3.	30 – 35	5
4.	36 – 41	1
5.	42 – 47	3
6.	48 – 53	1
7.	54 – 59	1
	Jumlah	47

Source: Primary data processed 2023

2. Respondents based on genders

Table 2 Respondents Based on Genders

No	Gender	Person
1.	Laki-laki	13
2.	Perempuan	34
Total		47

Source: Primary data processed 2023

With 34 responses, or 72% of the total, female respondents predominated. Thirteen, or 28 percent of the total, were male responses. According to the summary above, there were more women than men among the responders at the Elisa Malang Clinic.

3. Respondent Based on last education

Table 3 Respondents Based On their last education

No	Last Education	Person
1.	SLTA sederajat (SMA/SMK)	22
2.	Diploma III	17
3.	Strata 1 Keprofesian	8
Total		47

Source: Primary data processed 2023

Data Analysis**1. Deskriptif analysis**

This analysis is employed to examine the acquired data by providing an explanation of the data without formulating any personal conclusions. The researchers collected data utilizing quion data and administered a questionnaire to 47 respondents at the Elisa Malang Inpatient Clinic. This study employs a set of three variables, comprising two independent variables, specifically Communication (X1) and Working Discipline (X2). The dependent variable in this study is Performance (Y).

Communication variables on this examination are tested using eight (eight) question items as the frequency distribution of the communication variable.

Table 4 Communication Variable Frequency Distribution (X1)

Indicator	Point	Scores								Averages
		4		3		2		1		
		F	%	F	%	F	%	F	%	
X1	1	11	23	36	77	0	0	0	0	3,23
	2	13	28	33	70	1	2	0	0	3,25
	3	9	19	35	75	3	6	0	0	3,12
	4	9	19	36	76	1	2	1	2	3,12
	5	9	19	35	74	3	6	0	0	3,12
	6	10	21	34	72	3	6	0	0	3,14
	7	12	26	33	70	2	4	0	0	3,12
	8	13	28	33	70	1	2	0	0	3,25
Averages Score										3,17

Source: Primary data processed 2023

According to the data presented in the table, it is evident that the grains (X1.2) and (x1.8) exhibit the highest mean values, with an average score of 3.25. These values correspond to the statements "Communication processes can influence the behavior of others" and "Employees demonstrate proactive efforts in assisting their colleagues in problem-solving." The lowest mean scores are observed at the grain levels (X1.5), (X4.4), and (X1.05), with respective ratings of 3.12. These ratings indicate that employees possess a comprehensive understanding of fundamental duties and functions, as well as a clear comprehension of instructions. According to the instructions provided by the superiors, my communication process consistently occurs within a congenial environment. Employees comprehend and assimilate the conveyed message, then responding in accordance with the content of the messages. The average score of the overall variable X1 is 3.17.

2. Work Discipline Variable

Discipline variables work using a test of 10 question items, here's the frequency distribution of the variable work discipline.

Table 5 Work Discipline Variable

Indikator	Butir	Skor Jawaban								Rata-rata
		4		3		2		1		
		F	%	F	%	F	%	F	%	
X2	1	10	21	37	79	0	0	0	0	3,21
	2	14	30	33	70	0	0	0	0	3,29
	3	9	19	36	77	2	4	0	0	3,14
	4	17	36	30	64	0	0	0	0	3,36
	5	19	40	28	60	0	0	0	0	3,40
	6	14	30	33	70	0	0	0	0	3,29
	7	19	40	26	55	2	4	0	0	3,36
	8	12	26	33	70	2	4	0	0	3,21
	9	12	26	33	70	2	4	0	0	3,21
	10	14	30	33	70	0	0	0	0	3,29
Total Rata-rata										3,28

Source: Primary data processed 2023

3. Performances Variable

The performance variable in this study is a frequency distribution of performance factors, which is measured via a test consisting of 10 question items.

Tabel 6 Performance Variabel Distribution Frequent

Indikator	Butir	Skor Jawaban								Rata-rata
		4		3		2		1		
		F	%	F	%	F	%	F	%	
Y	1	8	17	38	81	0	0	1	2	3,12
	2	12	26	34	72	1	2	0	0	3,23
	3	10	21	36	77	1	2	0	0	3,19
	4	12	26	34	72	1	2	0	0	3,23
	5	11	23	34	72	2	4	0	0	3,19
	6	9	19	37	79	1	2	0	0	3,17
	7	15	32	32	68	0	0	0	0	3,31
	8	9	19	37	79	1	2	0	0	3,17
	9	9	19	38	81	0	0	0	0	3,19
	10	8	17	38	81	1	2	0	0	3,14
Total Rata-rata										3,19

Source: Primary data processed 2023

The table above indicates that the element (Y7) has the highest mean score of 3.31, indicating that employees are proficient at collaborating with colleagues. The lowest average is observed in (Y1), with a grade of 3.12, indicating that the employee is capable of meeting the company's employment standards. The average value of the overall variable Y is 3.19.

INFERENCE ANALYSIS

A validity test is employed to assess the extent to which a questionnaire possesses validity or lacks validity. (Ghozali, 2011).

Tabel 7 Validity Test Results

Validity Test Results				
Variabel	Item	Pearson Corelation	rtabel	Description
Communication(X1)	X1	0,485	0,482	Valid
	X2	0,571	0,482	Valid
	X3	0,486	0,482	Valid
	X4	0,491	0,482	Valid
	X5	0,512	0,482	Valid
	X6	0,490	0,482	Valid
	X7	0,495	0,482	Valid
	X8	0,663	0,482	Valid
Work Disipline X2	X9	0,557	0,482	Valid
	X10	0,661	0,482	Valid
	X11	0,489	0,482	Valid
	X12	0,688	0,482	Valid
	X13	0,740	0,482	Valid
	X14	0,603	0,482	Valid
	X15	0,485	0,482	Valid
	X16	0,623	0,482	Valid
	X17	0,547	0,482	Valid
	X18	0,489	0,482	Valid
Performances (Y)	X19	0,596	0,482	Valid
	X20	0,593	0,482	Valid
	X21	0,555	0,482	Valid
	X22	0,493	0,482	Valid
	X23	0,485	0,482	Valid
	X24	0,571	0,482	Valid
	X25	0,689	0,482	Valid
	X26	0,565	0,482	Valid
	X27	0,553	0,482	Valid
	X28	1	0,482	Valid

Source: Primary data processed 2023

According to the information provided in table 4.7, it may be concluded that the complete instrument used to measure the given variable is genuine. The outcome is derived by comparing Pearson correlation coefficients that exceed the critical value of rtable. 0.482

Reliability Test

The reliability test assesses the extent to which a measuring instrument can consistently produce identical outcomes when measuring the same construct or subject (Hasan, 2008). This

study employed the Reliability Test with Test Technique Retest, utilizing the SPSS application. The obtained results are as follows:

Tabel 8. Reliability Test Results

		Test_1	test_2
Measurement_1	Pearson Correlation	1	,977**
	Sig. (2-tailed)		,000
	N	47	47
Measurement_2	Pearson Correlation	,977**	1
	Sig. (2-tailed)	,000	
	N	47	47

Source: Primary data processed 2023

Based on the data presented in Table 4.9, it can be inferred that the Pearson correlation coefficient of 0.997 exceeds the critical value of r_{table} , which is 0.482. Consequently, it can be concluded that the questionnaire employed in this study may be deemed reliable.

Test for Double Linear Regression

Double linear regression analysis is a statistical technique employed to examine the relationship between two or more independent variables and a single dependent variable, often measured on an interval scale. The results of the regression test are categorized into two distinct types: simultaneous trials and partial trials. The analysis of double linear regression in this study is facilitated by the utilization of SPSS, yielding the subsequent outcomes:

Table 9 .Double Linier Regression Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,611 ^a	,373	,345	2,511
				55

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Source: Primary data processed 2023

Based on the aforementioned table, the following explanation can be provided:

The determination coefficient is displayable in the R square column of the summary model table. The square R value in this column is 0.373, which is equivalent to 37.3%. The aforementioned numerical value or coefficient signifies that the sum of the communications-free variable (X1) and the working discipline (X2) is equivalent to the performance (Y). The

study found that 37.3% of the variance was attributed to other factors that were not included in the analysis.

a) F Test (Simultan)

Tabel 10 F Test Simultan (Test F)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	165,431	2	82,715	13,113	,000 ^b
	Residual	277,548	44	6,308		
	Total	442,979	46			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Sources : Primary Data Processed 2023

The output in table 4.15 indicates that the results of the significance test may be observed in the singularity column (Sig.) of the ANOVA table. The result of the significance test is 0.000, which is below the threshold of 0.05. Therefore, it can be inferred that both the Communication Independent Variable (X1) and Working Discipline (X2) have a substantial concurrent impact on the performance dependent variable (Y). Therefore, it can be concluded that the hypothesis positing a simultaneous impact of communication (X 1) and working discipline (x2) on performance (Y) is supported and validated.

b. Parsial Test (Uji t)

Tabel 10 F Parsially test Results (Uji t)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9,414	4,548		2,070	,044
X1	,245	,171	,206	1,433	,159
X2	,474	,144	,472	3,282	,002
a. Dependent Variable: Y					

Sources : Primary Data processed on 2023

The data shown in Table 4.16 can be categorised into three arguments: partial coefficient, determination factor, and hypothesis test. Each argument will now be explained in detail. Sujarweni (2015:161) defines a test as a statistical test that examines the impact of an

independent variable (X1) on a dependent variable (Y) by analysing individual partial regression factors.

According to the research findings, the item that received the greatest average response from respondents was the ability to captivate and influence the opinions of others. The staff at Ellisa Malang's Hospital Care Clinic have the belief that their interpersonal communication has the potential to influence the performance of their colleagues. Frequent communication among individuals can significantly enhance their performance. The findings are consistent with the study conducted by Fachrezi (2020). The study concluded that there is no statistically significant relationship between communication characteristics and performance variables. Lustono's research exhibits a similar pattern. The year 2019. The assertion is made that communication does not exert a substantial influence on performance. The term "it" pertains to a situation in which the performance of employees at Elisa Malang Clinic remains unaffected by expanded communication variables. The findings of this investigation are further corroborated by Hariandja's theoretical framework. 2002. Effective communication is a fundamental aspect of one's inner existence. The work is easily comprehensible as inadequate communication can significantly affect the company's overall functioning.

The study's findings indicate that the communication regression coefficient had a value of 0.206, while the regression coefficient for work discipline was 0.472. This suggests that the working discipline variable has a stronger influence on employee performance at Elisa Malang Clinic, as evidenced by the difference between 0.06 and 0.472. H4 was discarded due to the misleading nature of the finding, which indicated that the labour discipline variable was more prominent than the communication variable.

This finding aligns with the outcomes of the researchers' performed research, which indicates that work discipline has an impact on an employee's performance, namely in terms of wages. The personnel are increasingly striving to enhance their level of discipline in order to achieve optimal performance. This aligns with the assertion made by Hasibuan (2013). Discipline is a crucial aspect of MSDM (human resource management). The level of work discipline exhibited by a person directly impacts their performance and the extent of their achievements. Without proper work discipline, it becomes challenging for the organisation to accomplish good outcomes.

Conclusions and Suggestions

Based on the findings of the conducted analysis, it can be concluded that communication variables exert an influence on the performance of employees at Elisa Malang Clinic, albeit

without statistical significance. The obtained result for H1 indicates that there is a correlation between higher or lower levels of communication among employees and employee performance at Elissa Malang clinic, however this relationship is not statistically significant.

The analysis conducted reveals that the variable of work discipline exerts a statistically significant and favourable impact on employee performance at the Elisa Malang Clinic. The H2 hypothesis has been accepted, indicating that there is a positive relationship between the amount of employee discipline and the work of discipline among employees at Clinic Elisa Malang.

It is imperative for companies to prioritise effective communication among employees in order to mitigate any potential negative impact on the quality of employee performance. It is imperative for companies to enhance employee work discipline inside their organisation in order to optimise the quality of employee performance.

DAFTAR PUSTAKA

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