



THE EFFECT OF COMMUNICATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN THE REGIONAL SECRETARIAT OF HULU SUNGAI UTARA REGENCY

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Abstract

The purpose of this study was to determine the significant effect of communication and work discipline on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency (Setda. Kab. HSU). This research was conducted with a quantitative approach with a causal method. The research population is all employees in the Regional Secretariat. Regency. HSU as many as 93 people. Using the total sampling technique, the sample of this study amounted to 93 people. The research instrument used a questionnaire/questionnaire. The data analysis technique used descriptive analysis by percentage and multiple linear regression analysis with F test (simultaneous test) and T test (partial test). The results of research in the Secretariat. Regency. HSU shows that communication there is at a moderate level, work discipline is at a high level, and employee performance is also at a high level. The results showed that communication had a positive and significant effect on the performance of employees in the Regional Secretariat. Regency. HSU. Furthermore, for work discipline there is also a positive and significant influence on the performance of employees in the Regional Secretariat. Regency. HSU. Then the variables of communication and work discipline simultaneously also have a significant effect on employee performance. The magnitude of the influence of the independent variable on the dependent variable simultaneously is 39.5%, meaning that there is still an influence from other factors that are not included in this research variable of 60.5%. As input for the North Hulu Sungai Regency Government, in order to improve communication, so as to create cooperation in implementing good governance. so that employee performance can be achieved optimally and service to the community is also getting better.

Keywords: Communication, Work Discipline, Employee Performance.

INTRODUCTION

Communication is a tool to create cooperation within an organization, with communication it will allow each member to help each other, interact with each other and influence each other so that the organization remains alive (Sitompul, 2017; Widyawati, 2016; Nugraha, 2016; Simamora & Panjaitan, 2019). Communication shows direct interaction so that there will be clarity about the main tasks and functions or what must be ordered according to what has been determined (Padilah, 2017; Nurmeilani, 2018). The ability to interact in coordination to carry out activities in work or functions with the expected standards (Surtayata, 2016; Aditama, 2020). One of the benchmarks for running an effective organization and producing output as expected is good communication (Padilah, 2017; Nurmeilani, 2018).

Communication problems that occur in the Regional Secretariat of Hulu Sungai Utara Regency are the lack of communication between leaders and employees and also employees and employees. Communication that has not been carried out properly and has not been in accordance with the characteristics of communication that has occurred so far is the lack of upward communication, when employees in carrying out work have obstacles or problems, employees lack coordination with superiors and are too forced to solve them themselves. In addition, from the form of horizontal communication, the coordination is not optimal and is not in accordance with what it should be. According to Duha (2018), employees at work are too independent and sometimes even rely on each other.

In addition to the communication factor, work discipline is also very supportive in the implementation of an employee's performance in an organization. Discipline is the attitude of a person/group of people who always wishes to follow/obey all the rules/decisions set (Irwanto & Melinda, 2015; Junaedi, 2017; Suli, 2018). An employee who has good work discipline will be able to carry out his work effectively and efficiently, so that the goals of the organization can be achieved (Dunggio, 2013; Triyaningsih, 2014; Prayogi *et al.*, 2019).

Low work discipline will result in a decrease in employee performance, this is in accordance with Leiden's opinion:

“By enforcing discipline, it can overcome the problem of poor performance and strengthen the influence of employee work behavior in groups or organizations. If discipline can be implemented properly and does not delay time, then performance problems are not allowed to become severe, and possible problems that occur can be handled appropriately and easily.”

There are four indicators of work discipline that can support job success, namely 1) Obeying the time rules related to hours of work, rest hours, and hours after work. 2) Obey the organization's regulations related to dress, manners, compliance. 3) Obey the rules of behavior in work related to the way of behaving, suitability of work with abilities. 4) Obey other regulations related to following applicable norms (Setiawan & Yulianti, 2017; Oktaviani, 2017; Widyasari, 2021).

All these processes must be carried out by employees so that their discipline in carrying out work can run smoothly. Work discipline is a tool that can influence a person or group of people in an organization or institution to achieve goals in which there are leaders as policy makers and employees as implementers of these policies, so that in its implementation it takes employees who can interact (Yoesana, 2013; Astutik, 2017). Work discipline is intended to regulate employee behavior so that the behavior, behavior and attitudes of employees in doing work can be directed towards behavior that is in accordance with the expectations and interests of the organization in achieving goals (Widodo, 2017; Sulaeman, 2013; Hidayat & Taufik, 2012).

In order to improve the discipline of civil servants, the Hulu Sungai Utara Regency Government issued Hulu Sungai Utara Regent Regulation Number 13 of 2018 concerning Guidelines for Implementing Fingerprint Attendance. Communication and employee work discipline can actually have an influence on employee performance, especially in carrying out their daily work. Because good performance will be able to provide good work results in an organization, especially in the Regional Secretariat of Hulu Sungai Utara Regency. Mathis and Jackson (2006) state that:

“Performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of the company or organization, including the performance of each individual and work group in the company”.

This means that employee performance is the result of quality work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The employee's performance is a quality description of the work of each employee in carrying out the work assigned by the leadership for the benefit of the institution. Employee performance can increase if there is cooperation between employees and leaders. In addition, the increase in employee performance can be realized with the work discipline of employees in an organization.

Several things that influence the performance of an employee that, "The performance of employees are influenced by the part of the effectiveness and efficiency, authority (authority), discipline and initiative, and communication". Based on the theory that there are 2 things that need to be underlined, namely discipline and communication that have an influence on performance. This means that performance is influenced by work discipline and employee communication in carrying out their work. Because with the discipline of work and good communication will be able to produce good performance in an organization. With good discipline accompanied by well-established communication, an employee will be able to complete work on time and in accordance with established procedures, so that the impact of all the work is on the people who get good service. This shows that there is a relationship between the government and the community, the better the performance of employees, the services provided by the government to the community will also be better.

In implementing employee performance, what must be done is from the way they are 1) Work Quantity includes speed and ability. 2) Quality of Work includes neatness, accuracy, and work results according to orders. 3) Cooperation includes cooperation and cohesiveness, 4) Responsibility includes responsibility for work results and making decisions. 5) Initiative includes the ability to initiate, the ability to do creativity and the ability to innovate. These five things are the basis in providing an assessment of the performance of an employee because in understanding all of this it is necessary to have work discipline and good communication such as in terms of the quality and quantity of work and responsibilities carried out in order to achieve good performance. Then from initiative and cooperation within the organization, good communication is needed between leaders and employees, as well as employees and employees so that they can carry out the work that has been set in accordance with the expectations or goals of the organization.

The value of the SAKIP of the Regional Secretariat of the Hulu Sungai Utara Regency in 2018 was 62.53 and in 2019 their performance increased to 64.82, meaning that there was a significant increase in the performance value from 2018 to 2019, which was 2.29. This shows that the performance of employees at the Regional Secretariat of Hulu Sungai Utara Regency is increasing, even though if it is related to employee work discipline, performance should decrease

in 2019. Based on the comparison of the data, it shows that there is no synchronization between the level of work discipline and the results of the performance appraisal.

In connection with the effect of communication and work discipline on employees, there are several previous studies that examine these variables. Yuli Rahmadhani's research (2016) entitled *Analysis of the Effect of Organizational Communication and Organizational Culture on Work Discipline and Its Implications on the Performance of Public Relations Employees and the Protocols of the Regional Secretariat of Paser Regency*. The results of this study obtained that Organizational Communication has a significant effect on employee performance because of the correlation results of 0.885, indicating that Organizational Communication has a positive and significant effect on employee performance.

Didi Wandu (2019) *The Effect of Communication on Employee Performance at the Regional Disaster Management Agency (BPBD) of Banten Province*. Using a quantitative approach with causal methods and simple regression analysis. The results of this study indicate that communication has a positive and significant effect on the performance of BPBD Banten Province employees. Wahyuni (2021), in a field study of hospital nurses, found a positive relationship between organizational communication and employee performance, stronger communication relationships, especially in supervisor communication, communication climate, and personal feedback. The results show that organizational communication has a positive effect on employee performance.

Based on the research gap above, the researcher is interested in examining several variables, namely communication, work discipline, and employee performance that occur at the Regional Secretariat of Hulu Sungai Utara Regency. Therefore, researchers are interested in raising the title of the study "The Influence of Communication and Work Discipline on Employee Performance at the Regional Secretariat of Hulu Sungai Utara Regency".

RESEARCH METHODS

This research was conducted using a quantitative approach. Quantitative research is research based on numbers or formulas that are taken into account in the study. This method is carried out by researchers to find out and explore data and facts related to the variables studied and then will be compiled, described, and interpreted. Causal research, the independent variable is the cause variable and the dependent variable is the effect variable.

This research was conducted at the Regional Secretariat of North Hulu Sungai Regency. The address of the research location is on Jl. A. Yani No. 12, Murung Sari Village, Central Amuntai District, North Hulu Sungai Regency, South Kalimantan Province. The research population is all employees who are still actively working at the Regional Secretariat of Hulu Sungai Utara Regency with the status of Civil Servants (PNS). The number of samples taken in this study were 93 employees who were civil servants at the Regional Secretariat of Hulu Sungai Utara Regency. Population is the total number of all members studied. Saturated samples are all populations used as research samples. Meanwhile, if the number is less than 30, 50 to 100, then all the population is taken as the research sample.

Data collection techniques were carried out using a questionnaire. The questionnaire is intended to collect data about communication, work discipline, and performance. The questionnaire used from the Rensis Likert model consists of the options strongly agree (SS), agree (S), quite agree (CS), disagree (TS), and strongly disagree (STS). Each option has a weight of 1 to 5.

Data sources are divided into primary data and secondary data. The primary data of this research is data from filling out questionnaires distributed to respondents who have been used as samples, namely Civil Servants at the Regional Secretariat of Hulu Sungai Utara Regency. The secondary data used are the publications that have been made by the Regional Secretary regarding agency profiles, organizational structures, and reports on the development of employees working on the level of education, status, rank and class. Data were collected in the form of questionnaires and documentation.

After the data is tested with data quality test, the next step is testing or evaluating the multiple linear regression analysis model in order to produce the Best Linear Unbiased Estimator (BLUE). This evaluation is intended to determine whether the use of multiple linear regression as an analytical tool has met some of the classical assumptions. This evaluation aims to determine whether the use of multiple linear regression as an analytical tool has fulfilled several classical assumptions consisting of multicollinearity test, autocorrelation test, heteroscedasticity test, and normality test.

RESULTS AND DISCUSSION

Characteristics of Respondents

The staffing condition of the Hulu Sungai Utara Regency Regional Secretariat can be seen from the composition of employees at the Hulu Sungai Utara Regency Regional Secretariat at the end of November 2020 based on structural and non-structural positions totaling 93 civil servants. Civil Servants aged over 50 years are the most, as many as 34 people out of 93 Civil Servants at the Regional Secretariat of Hulu Sungai Utara Regency, or as much as 36.6%. Civil Servants with Diploma IV / Bachelor's education levels are the most, as many as 39 people out of 93 Civil Servants at the Regional Secretariat of Hulu Sungai Utara Regency, or 41.94%. There are more male than female civil servants working at the Regional Secretariat of Hulu Sungai Utara Regency. More than half of the employees there are male, as many as 70 of the 93 Civil Servants at the Regional Secretariat of Hulu Sungai Utara Regency, or 75.27%. Civil servants with education level D.IV/Bachelor and male gender is the most, namely 29.03%. While respondents with D.III and S2 education who are female only 1 person each or 1.08% each.

Research Result

1. Communication Dimension

The communication dimensions are divided into downward communication dimensions, upward communication dimensions, horizontal communication dimensions, and cross-channel communication dimensions. The results of respondents' answers on the communication variable are described as follows:

Table 1. The results of respondents' answers on the communication variable

No.	Dimension/Indicator	Answer Options					Total (F x Each Score)
		SS (5)	S (4)	CS (3)	TS (2)	STS (1)	
		F	F	F	F	F	
Downward Communication							
1.	Briefing	0	50	36	7	0	322
2.	Order	0	38	50	5	0	312
3.	Indoctrination	0	50	36	7	0	322
4.	Inspiration	0	38	50	5	0	312
5.	Evaluation	0	45	43	5	0	319
Upward Communication							

6.	Give back	0	31	50	12	0	298
7.	Giving advice	0	52	36	5	0	326
8.	Asking question	0	48	34	7	4	312
Horizontal Communication							
9.	Coordination	0	45	42	6	0	318
10.	Problem solving	0	25	30	26	12	254
11.	Conflict resolution	0	31	49	13	0	297
Cross-Channel Communication							
12.	Give your opinion in person, phone, or email	0	50	34	9	0	320
13.		0	40	36	17	0	302
14.		0	44	40	9	0	314
15.		0	51	35	7	0	323
16.		Visit senior technicians in other areas to get	0	39	49	5	0
Total							4.964

2. Work Discipline

Work discipline includes the dimensions of obeying the rules of time, the dimensions of obeying organizational rules, the dimensions of obeying the rules of behavior at work, and the dimensions of obeying other regulations. The results of respondents' answers on the work discipline variable are described as follows:

Table 2. The results of respondents' answers on the work discipline variable

No.	Dimension/Indicator	Answer options					Total (F x Each Score)
		SS (5) F	S (4) F	CS (3) F	TS (2) F	STS (1) F	
		Obey the rules of time					
1.	Working hours	30	39	21	3	0	375
2.	Recess	23	28	34	8	0	345
3.	Hours after work	21	19	40	13	0	327
Obey the organization's rules							
4.	How to dress	21	34	28	10	0	345
5.	Politeness	25	42	16	10	0	361
6.	Obedience	30	34	21	8	0	365
Obey the rules of conduct at work							
7.	How to behave	15	10	44	24	0	295
8.	Job suitability with abilities	31	13	31	18	0	336
9.		16	43	26	2	0	334
Obey other regulations							
10.	Obey the applicable norms	15	45	23	10	0	344
11.		40	20	22	11	0	368
Total							3.795

3. Employee Performance

Employee performance consists of dimensions of quantity, dimension of quality, dimensions of punctuality, dimensions of attendance, and dimensions of ability to cooperate. The results of respondents' answers on the employee performance variable are described as follows:

Table 3. The results of respondents' answers to employee performance variables

No.	Dimension/Indicator	Answer options					Total (F x Each Score)
		SS (5)	S (4)	CS (3)	TS (2)	STS (1)	
		F	F	F	F	F	
Quantity							
1.	Work targets can be met	33	42	13	5	0	382
2.	Reses	23	20	39	11	0	334
3.	Complete more tasks than target	51	16	15	8	3	383
Quality							
4.	Work made according to procedures	16	54	13	10	0	355
5.	The work results are in accordance with the predetermined quality of work	23	42	10	15	3	346
6.	The accuracy of the work achieved	43	29	16	5	0	389
Punctuality							
7.	Time to work on time	20	18	45	5	5	322
8.	Solve work problems quickly	26	16	35	16	0	331
9.	Don't delay work	19	33	23	15	3	329
Presence							
10.	Come earlier than office hours	16	54	13	10	0	355
11.	Punctuality in attendance	23	42	10	15	3	346
12.		43	29	16	5	0	389
Ability to cooperate							
13.	The ability of employees to cooperate with co-workers	20	18	45	5	5	322
14.	Ability to interact with leadership	26	16	35	16	0	331
Total							4.914

4. Statistical t-Test Results (Partial)

The results of the partial test using the statistical t test (partial) show the variable influence of communication on employee performance. The results of the t test show $t(\text{count}) = 1.770 > t(\text{table}) = 1.66140$ with a sig level of $0.040 < 0.05$, then the partial test can be concluded that hypothesis H_a is accepted and H_0 is rejected. This means that there is a significant influence between communications on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency. The results of the t-test for the variable influence of work discipline on employee performance show $t(\text{count}) = 7.515 > t(\text{table}) = 1.66140$ with a sig level of $0.000 < 0.05$, then the partial test can be concluded that the hypothesis H_a is accepted and H_0 is rejected, which means that there is significant effect of work discipline on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency.

5. Coefficient of Determination Test (R^2)

The results of the r-square test indicate the magnitude of the influence of the variable Communication, and Work Discipline on the Performance of the Regional Secretariat Employees of Hulu Sungai Utara Regency. Based on the table above, the coefficient of determination (R^2) is 0.395, which means that the contribution of the independent variable to the dependent variable is 39.5%. The remaining 60.5% is influenced by other factors that are not included in the variables of this study which have not been studied further and have not conducted a thorough research on employee performance. The results of the r-square test indicate the magnitude of the influence of the communication variable on the performance of the Regional Secretariat of North Hulu Sungai Regency. Based on the table above, the value of the coefficient of determination (R^2) is 0.015, meaning that the contribution of the communication variable to the employee performance

variable is 1.5%. Based on the table above, it can be seen that the result of R Square is 0.374. This means that the influence of the work discipline variable on employee performance is 37.4.

Discussions

1. The influence of communication on the performance of the employees of the Regional Secretariat of Hulu Sungai Utara Regency

Communication in the form of directions or instructions is given to employees as a form of attention from a superior, so that employees feel valued and can carry out their duties well. This proves that communication can provide benefits to employees and can improve employee performance.

According to Terry in Sopiah (2007:124) states that communication ranks at the top of what must be made and done to produce communicative efforts that affect employee performance. In addition, according to Jeane (2014: 557) states that:

“Communication has a positive (unidirectional) effect on employee performance. Communication is the exchange of messages between the leader and the recipient of the message to change behavior. In practice, the better communication that can be established between the leader and his subordinates, the more harmony will be created in the work environment and will lead to good employee performance.”

Based on this, it can be seen that organizational communication is one aspect that affects the achievement of performance. This research is in line with Didi Wandu's previous research (2019) The Effect of Communication on Employee Performance at the Regional Disaster Management Agency (BPBD) Banten Province, the results of this study indicate that communication has a positive and significant effect on the performance of BPBD Banten Province employees with a t value of 8.721 with a significance level of 0.000. While the coefficient of determination (R²) obtained is 0.481, which means that 48.1% of the performance variable can be explained by the communication variable, the rest is explained by other variables. Communication has a big role in motivating employees to provide optimal performance in order to achieve the targets and objectives of the agency. Then Agung Dwi Setiawan (2016) The Effect of Communication on Employee Performance. The results showed that the independent variable of internal communication which has a dominant and significant influence on the performance of employees of PT. Karya Subur Main Techniques according to the value of B is 2.028, thus the second hypothesis is accepted which means H₀ is rejected and H_a is accepted which indicates that internal communication is very important in communication activities implemented by employees at PT. Main Engineering Subur Works in Makassar City.

In addition, from the descriptive results, it can be seen that the dominant factor in the communication of employees of the Regional Secretariat of Hulu Sungai Utara Regency is downward communication with a percentage of 68.26%, followed by cross-channel communication (diagonal) with a percentage of 67.61%, upward communication with the percentage is 67.10%, and the horizontal communication dimension is 62.29%. This shows that the existence of communication for civil servants at the Hulu Sungai Utara Regional Secretariat starts from downward communication, namely communication from superiors to subordinates in the form of directions, so that employees can carry out their duties properly.

Facts on the ground show downward communication in the District Secretariat. HSU can be seen from the leadership holding regular evaluation meetings at the end of every month. This evaluation meeting aims to identify and find solutions to problems encountered in the

implementation of tasks in each section. This meeting is also a place for sharing and consultation if there are new policies or regulations for the smooth implementation of tasks. Then, in addition to the regular meetings that are held, when taking a policy, a coordination meeting is always held with the relevant agencies. With this coordination meeting, it can be seen the suitability of policies with technical in SKPD. This shows that leaders always involve their subordinates in making policies.

2. The effect of work discipline on the performance of the employees of the Regional Secretariat of Hulu Sungai Utara Regency

Discipline shows a condition or attitude of respect that exists in employees towards existing rules and regulations. Discipline is a person's awareness and willingness to obey all organizational rules and applicable social norms. High work discipline will result in increased employee performance, this is in accordance with Leiden's opinion (2001:63):

“With the enforcement of discipline, it can overcome the problem of poor performance and strengthen the influence of employee work behavior in groups or organizations. If discipline can be implemented properly and does not delay time, then performance problems are not allowed to become severe, and possible problems that occur can be handled appropriately and easily.”

The results of this study are also in line with the results of previous studies, including the results of Didi Wandu's research (2019) The Effect of Communication on Employee Performance at the Regional Disaster Management Agency (BPBD) Banten Province, the results of this study indicate that communication has a positive and significant effect on the performance of BPBD employees. Banten Province with a t value of 8.721 with a significance level of 0.000. While the coefficient of determination (R²) obtained is 0.481, which means that 48.1% of the performance variable can be explained by the communication variable, the rest is explained by other variables.

Furthermore, supported by research results from Astadi Pangarso (2016) The Effect of Work Discipline on Employee Performance in the Basic Social Services Bureau of the Regional Secretariat of West Java Province, the data analysis above shows that work discipline (X) has a significant positive effect on the performance of the employees of the Basic Social Services Bureau. Regional Secretariat of West Java Province. This is indicated by several tests conducted on the work discipline variable. Work discipline basically has a high role in improving employee performance.

From the descriptive research results, it can be seen that the work discipline in the Regional Secretariat. Regency. HSU is in high state. For each dimension of the work discipline variable as explained earlier, the dominant factors that influence work discipline are obeying organizational regulations with a percentage of 76.77%, obeying other regulations with a percentage of 76.56%, and obeying the rules of time with a percentage of 75 0.05% which is then followed by the dimension of obeying the rules of behavior at work with a percentage of 69.18%. Obeying the rules of the organization will make it easier for employees to carry out their duties. So that in carrying out the duties of employees always adhere to the rules of the organization.

The North Hulu Sungai Regent regulates employee work discipline, through the Hulu Sungai Utara Regent Regulation Number 13 of 2018 concerning Guidelines for Implementing Fingerprint Attendance. Secretariat. Regency. HSU as one of the regional apparatus is obliged to implement these rules. The rules regarding employee discipline are well implemented in the Secretariat. Regency. HSU. The leadership implements cuts in the Employee Welfare allowance if you are late for work, take a break or go home before working hours. It aims to stimulate the

spirit of employees to work with discipline. If in other areas the application of fingerprint absences is usually carried out 2 times a day, namely when entering work and coming home from work. In contrast to other regions, the Regional Secretariat of Hulu Sungai Utara Regency applies fingerprint absences 4 times a day, namely when entering work, resting, returning to work after a break and when coming home from work.

In addition, if you look at the characteristics of the respondents, which have also been explained previously, that most of the employees in the Regional Secretariat. Regency. HSU has a minimum education of D.IV/S1 and S2. Therefore, it is easier for employees to understand the disciplinary rules and apply the disciplinary rules in question. Then the number of male employees is also more than female. If you look at male characters who tend to be difficult to manage, the possibility of discipline there will be low, but this can be overcome with a good level of education, so that awareness in implementing disciplinary rules can be easily implemented because they are well educated. With a good level of education, of course, employees will feel ashamed if they do actions that violate employee work discipline. Work discipline must always be improved, because good work discipline will reflect the strength, involvement and loyalty of employees to the agency. So that good employee performance is achieved.

3. The influence of communication and work discipline on the performance of the employees of the Regional Secretariat of Hulu Sungai Utara Regency

According to Robbins (1984:17) which states that, there are several things that influence the performance of an employee that, "The performance of employees are influenced by the part of the effectiveness and efficiency, authority (authority), discipline and initiative, and communication. ". According to Robbins, employee performance can be influenced by effectiveness and efficiency, authority, discipline and initiative, and communication. This means that from the 2 independent variables in this study, namely communication and work discipline, it can simultaneously have a positive and significant effect on employee performance.

The results showed that the value of $F_{(table)}=3.09$ simultaneously was obtained $<F_{(count)}=29.351$ with a sig level of $0.000 < 0.05$, which means that the communication and work discipline variables simultaneously had a significant effect on the performance variable. In addition, the coefficient of determination of the value of R Square is 0.395 which the magnitude of the influence of the independent variable on the dependent variable is 39.5%. The remaining 60.5% is influenced by other factors that are not included in the variables of this study which have not been studied further and have not conducted a thorough research on employee performance.

This means that it is in line with the theory that has been described previously, that the performance of employees in carrying out their duties is influenced by work discipline and communication. Because with the discipline of work and good communication will be able to produce good performance in an organization. With good discipline accompanied by well-established communication, an employee will be able to complete work on time and in accordance with established procedures, so that the impact of all these jobs is on the people who get services.

The existence of this influence is known that the better communication and work discipline, it will indirectly contribute to improving the performance of Secretariat employees. Regency. HSU. Basically, with the influence of these two variables, it can be said that it can have a significant influence on the performance of an employee.

Based on the descriptive results of the state of employee performance in the Regional Secretariat. Regency. HSU is in high state. With the dominant influencing factors, namely, the dimension of quantity with a percentage of 78.78%, quality and attendance with the same percentage of 78.14%, and timeliness with a percentage of 70.39% which is then followed by the dimension of ability to cooperate with a percentage of 70.22 %. With a good quantity of work, employees can calculate the amount of work to be carried out every day, such as making reports that will be reported to the leadership. The amount of work that has been set will be carried out well, because according to their perception the more work they complete, the higher the target will be achieved.

Seeing the facts on the ground, employees are indeed eager to achieve work targets. The achievement of this target is required to be achieved as optimally as possible, for example in the realization of the activity budget in the DPA. Employees and SKPDs are required to work hard to be able to achieve work targets, because if the realization rate in the current year is low, it is very likely that the budget for the SKPD will be reduced in the following year. If the budget is reduced, it will be difficult to carry out activities, because each activity certainly requires resources, one of which is an adequate budget. However, in achieving the target of work must still pay attention to all applicable procedures. Regarding timeliness and accuracy of work results, it is regulated in the Standard Operating Procedures of the Regional Secretariat. Regency. HSU.

In line with the previous discussion regarding the partial effect of each variable, there is a positive and significant influence both from the communication variable on the performance of employees in the Regional Regency HSU Secretariat, as well as work discipline on the performance of employees in the Regency HSU Secretariat. Likewise, if viewed from the results of the study, that communication and work discipline simultaneously affect the performance of employees HSU District Secretariat.

CONCLUSSION

Based on the results of research that has been carried out regarding the effect of communication and work discipline on the performance of the Regional Secretariat of Hulu Sungai Utara Regency, it can be concluded that there is a partial significant effect of communication on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency with a percentage of 1.5%; There is a significant effect of work discipline partially on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency with a percentage of 37.4%; and There is a significant effect of communication and work discipline simultaneously on employee performance at the Regional Secretariat of Hulu Sungai Utara Regency, with a percentage of 39.5%, meaning that there are other variables that affect employee performance at the Regional Secretariat of Hulu Sungai Utara Regency and have not been investigated in this study.

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