

THE INFLUENCE OF COMMUNICATION, WORK DISCIPLINE, AND INNOVATIVE WORK BEHAVIOR ON EMPLOYEE PERFORMANCE

Grys Sela¹, Astri Ayu Purwati², Zulfadli Hamzah³

^{1&2}Institut Bisnis dan Teknologi Pelita Indonesia, ³Universitas Islam Riau

Email: astri.ayu@lecturer.pelitaindonesia.ac.id

ABSTRACT

This study aims to determine the effect of communication, work discipline and innovative work behavior on employee performance at PT. Mega Fianace Pekanbaru. The population in this study are employees at PT Mega Finance Pekanbaru with 30 employees. Thus, the number of samples in this study were 30 respondents. The method of analysis in this study is multiple linear regression analysis using the IBM SPSS19 software. The research results obtained by Communication, have a positive and insignificant effect on employee performance and Work Discipline and Innovative Work Behavior have a positive and significant effect on Employee Performance. The achievement of the goals set by the company is inseparable from human resources. Therefore, companies must pay attention to what factors can improve employee performance, so that employees can work optimally.

Keywords: Communication; Work Dicipline; Innovative Work Behavior; Employee Performance

PENGARUH KOMUNIKASI, DISIPLIN KERJA, DAN PERILAKU KERJA INOVATIF TERHADAP KINERJA KARYAWAN

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh komunikasi, disiplin kerja, dan perilaku kerja inovatif terhadap kinerja karyawan di PT. Mega Finance Pekanbaru. Populasi dalam penelitian ini adalah karyawan di PT Mega Finance Pekanbaru dengan jumlah 30 karyawan. Dengan demikian, jumlah sampel dalam penelitian ini adalah 30 responden. Metode analisis yang digunakan dalam penelitian ini adalah analisis regresi linier berganda dengan menggunakan perangkat lunak IBM SPSS19. Hasil penelitian menunjukkan bahwa Komunikasi memiliki pengaruh positif namun tidak signifikan terhadap kinerja karyawan, sedangkan Disiplin Kerja dan Perilaku Kerja Inovatif memiliki pengaruh positif dan signifikan terhadap Kinerja Karyawan. Pencapaian tujuan yang ditetapkan oleh perusahaan tidak dapat dipisahkan dari sumber daya manusia. Oleh karena itu, perusahaan harus memperhatikan faktor-faktor apa saja yang dapat meningkatkan kinerja karyawan agar karyawan dapat bekerja secara optimal.

Kata Kunci: Komunikasi; Disiplin Kerja; Perilaku Kerja Inovatif; Kinerja Karyawan

INTRODUCTION

Technological developments have been very sophisticated in this era of modernization. The business world is very competitive. So companies all have the best competitiveness that can be developed. Current and future goals to be achieved. Each company must be able to manage the resources owned by each company and enable the company to face challenges more effectively in order to keep the company running so that they can continue to grow.

Human resources are one of the key factors that determine the progress or decline of an organization or company. Every organization always tries to get human resources that can help in achieving the goals of the organization. If human resources can be managed properly, they can increase the effectiveness and efficiency of the company to the maximum. There are so many problems that are being faced or that will be faced at this time that require companies to get solutions regarding existing problems with human resources in a company, it cannot be denied that labor is the most important element that is needed by a company. The biggest threat and challenge is workers who are not prepared for financial security in the face of challenges and changes that occur around them. All businesses are basically used as a means of gathering and working together in a systematic and planned manner while using resources facilities facilities and infrastructure, data and so on in order to achieve common goals.

PT Mega Finance Pekanbaru is one of the private companies engaged in credit financing for motorbikes, cars and multi-purpose financing. PT Mega Finance Pekanbaru is one of the many companies engaged in credit financing in Pekanbaru, by implementing marketing methods that are able to compete with other companies in Pekanbaru.

Table 1. Leasing Turnover of PT Mega Finance Pekanbaru Year 2017-2021

No.	Year	Target	Realization	Fulfilled
1.	2017	IDR 100 Million	IDR 138,500,000	138,5%
2.	2018	IDR 100 Million	IDR 250,450,000	250,45%
3.	2019	IDR 100 Million	Rp. 159,000,000	159%
4.	2020	IDR 100 Million	Rp. 237,000,000	237%
5.	2021	IDR 100 Million	Rp. 305,550,000	305,55%

Source: PT Mega Finance Pekanbaru

Table 1 describes the *leasing* turnover of PT Mega Fianace Pekanbaru for 5 years, where the company sets a target amount of 100 million each year as a target for achieving employee performance at PT Mega Finance Pekanbaru. in each division contained in PT Mega Fianance Pekanbaru has different sales targets. In 2017-2021 the realization has exceeded the target set by the company, which is 100 million. But every year it experiences ups and downs in realization in 2021 it rises to 305.55%. There are several factors that have influenced employee performance in this study. These factors include communication, work discipline, and innovative work behavior. The variable that affects employee performance is communication. According to (Muhammad et al., 2022) communication is a term that has many meanings. The meaning of communication can be separated from communication as a social communication process through this meaning in the context of social science. Where social scientists generally conduct research with a communication approach that focuses on human activity and the relationship between messages and actions. The results of research that has been conducted by (Rialmi & Morsen, 2020) which shows that Communication has a significant positive effect on Employee Performance, while the results of research conducted by (Jajuk Herawati, Eps. (Jajuk Herawati, Epsilandri Septyarini, 2022) which states that Communication has no positive and insignificant effect on Employee Performance.

(Amrullah Rasyid, Hazairin Habe, 2022)"Discipline is the view of obeying and complying with the work that has become the responsibility of the employee. Discipline is closely related to authority. If the authority does not work as it should, then discipline will disappear. Therefore, the authority must be able to enforce discipline on himself so that he has responsibility for the obligations proportional to the authority that the worker has. Based on the results of research conducted by (Jasman Saripuddin Hasibuan, 2020) which shows that Discipline has a significant positive effect on Employee Performance while the results of research from (Syafriana, 2017) right that Discipline has a significant influence on Employee Performance.

(Santoso & Nugraheni, 2022) a statement that behavior is aimed at achieving the initiation and experience of ideas processes and procedures that are useful to the organization. From this it can be concluded that innovative work behavior is a form of individual behavior that finds experience through the application of new ideas, ideas, processes that are useful and beneficial in an organization or company. Based on the results of research conducted by (Purwanto et al., 2020) shows that Innovative Work Behavior has a positive and significant effect on Employee Performance. And the results of research conducted by (Berliana & Arsanti, 2018) which states that Innovative Work Behavior affects Teacher Performance.

LITERATURE REVIEW

Employee Performance

Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Sutedjo & Mangkunegra, 2018). Meanwhile, Employee Performance according to (Nurul Hikmah, 2018) is the result of work achieved by a person or group of people in accordance with their respective authorities and responsibilities, as a form of effort in achieving organizational goals legally, not violating the law and in accordance with morals and ethics. Employees can work well if they have high performance so that they can produce good work. Employee performance is one of the factors determining the success of a company or organization in achieving its goals. For this reason, the performance of employees must receive attention from company leaders, because the decline in employee performance can affect the performance of the company as a whole. Indicators used to measure employee performance include: (1) Quality, (2) Quantity, (3) Creativity, (4) Knowledge and (5) Period work.

Communication

Communication is closely related to organizational management in creating consistent work patterns for a comfortable work situation. If the communication carried out by superiors to their subordinates does not run optimally, employees will have difficulty understanding what the superiors want so that the performance of the employees is not well controlled. Not only is communication between superiors and subordinates related to employee performance but communication between employees and other employees is also still not going well, there are still employees who communicate with other employees who do not provide clear and complete information so that it is related to the attitude of these employees. With the lack of effective organizational communication carried out either from superiors to subordinates or between employees and other employees. Communication is the process of transferring understanding in the form of ideas or information from one person to another. so from the description above, it can be concluded that communication is the process of conveying messages from a communicator to a communicant or sending messages from one party to another to gain mutual understanding according to Rialmi & Morsen. (Rialmi & Morsen, 2020) Meanwhile, according to (Wandi et al., 2019) Communication is the process of sending and receiving messages between two people or groups of people with some effects and some instantaneous feedback According to the above opinion, it can be concluded that communication is the process of conveying information from ideas from one party to another, both from individuals and groups to be able to interpret what is meant and carry out tasks as well as possible. Communication indicators: (1) *Openness*, (2) *Empathy*, (3) *Support*, (4) *Positiveness*, (5) *Knowledge*, (6) *Skills* and (7) *Attitude*.

Work Discipline

Discipline is something that makes people better at doing work. An individual's discipline can arise when an employee can respect the rules. The purpose of this discipline itself is to be able to maintain itself against company regulations and can affect employee performance. Discipline also makes employees much more confident and changes employee performance more, but if the discipline of an employee is lacking, employee performance automatically decreases, and discipline is also often ignored by an employee. Basically, discipline towards employees is one of the factors that makes a change in both yourself and others Work discipline is an employee attitude that reflects respect and obedience to the rules and regulations of an organization or company, which exists within an employee, which causes the employee to adjust voluntarily to the rules and regulations of the organization or company. (Harahap & Tirtayasa, 2020). From these statements it can be concluded that work discipline is an attitude and behavior carried out by employees by implementing, respecting and obeying the rules that have been set in an organization or company.

The indicators of employee work discipline, namely: (1) Come to work on time, (2) Use time effectively, (3) Never absent / not working, and (4) Comply with all organizational or company regulations.

Innovative Work Behavior

In this digital era, a high level of innovation and creativity is required from every member of the organization. Innovation theory often emphasizes that innovation is broader than creativity and includes the implementation of the ideas created. Therefore, De Jong and Den Hartog developed innovative work behavior, not only explaining the problem of how to generate ideas but also building the necessary behavior for the implementation of these ideas. The end of the innovative work behavior development process is to improve individual and organizational performance. (Anjar et al., 2020) Another definition of innovative behavior put forward by Kleysen and Street is individual actions that lead to the emergence, introduction and application of something new and profitable including the development of new product ideas, or technologies, changes in administrative procedures aimed at improving work relations or the application of new ideas or technologies to work processes significantly. Innovation is considered as a way for organizations to develop innovative products and services to society in order to remain competitive in their business environment. Today, we live in a world that is getting simpler, faster, bigger, clearer, and better because of innovation. Innovation is considered a way for organizations to develop

innovative products and services to the community in order to remain competitive in their business environment. (Fadillah, 2020). Measured by indicators, namely (1) *Idea Exploration* (exploratory thinking), (2) *Idea Generation* (sustainable thinking), (3) *Idea Championing* (successful thinking), (4) *Idea Implementation* (implementation of thinking).

Hypothesis Development and Framework of Thought

Effect of Communication on Employee Performance

Communication is an activity or activity related to between humans and between groups in an organization, with the aim of creating meaning and expectations. Through these meanings and expectations, a process is then arranged to achieve the wishes and goals of all members of the organization. So that it has become an obligation for every leader to be able to influence and motivate every employee in order to achieve the goals of the organization, it is necessary to establish an effective communication system in the organization. If communication is effective, it can encourage work performance. Based on research conducted by it is concluded that communication has a positive and significant effect on improving employee performance. And based on research conducted by it can be concluded that communication has a positive and significant effect on employee performance.

H1: Communication has a positive effect on Employee Performance.

The Effect of Work Discipline on Employee Performance

According to define "Work discipline is the behavior of an individual in accordance with existing regulations, agreed work procedures or attitudes and behaviors and actions in accordance with the rules of the organization both written and unwritten. Based on research conducted by it can be concluded that there is a positive and significant influence between discipline and employee performance. And based on research conducted by it can be concluded that discipline has a significant and positive effect on employee performance.

H2: Work Discipline has a positive effect on Employee Performance.

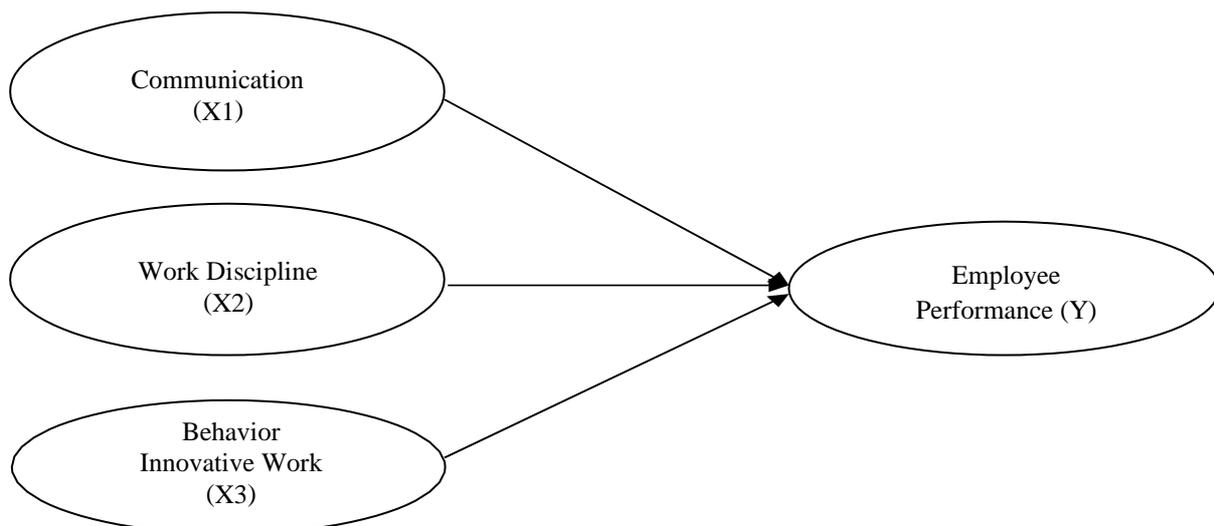
The Effect of Innovative Work Behavior on Employee Performance

Innovative behavior of employees is needed by every company. Employees who have innovative behavior, they can create or combine creative ideas into one of the new things and have the courage to develop these ideas in the company. Innovation is essentially an idea that comes from individuals, and these individuals are the originators and implementers of innovative ideas. Based on research conducted by it can be concluded that there is a significant positive effect on employee performance. And based on research conducted by stating that innovative work behavior has an influence on employee performance.

H3: Innovative Work Behavior has a positive effect on Employee Performance.

Research Framework

Figure 1 shows the conceptual framework of this research.



Source: Processed Data (2022)

Figure 1. Framework

RESEARCH METHODOLOGY

Population and Sample

Population is a generalization area consisting of objects / subjects that have certain qualities or characteristics determined by researchers to study and then draw conclusions. (Sugiyono 2011). The population in this study were employees at PT Mega Finance Pekanbaru with 30 employees. According to Sugiyono (2011) The sample is part of the number and characteristics possessed by the population. The sample used in this research including employees of PT Mega Finance Pekanbaru In this study, sampling used the census method. Which can be interpreted from the existing population, the whole will be used as a research sample, totaling 30 employees.

Operationalization of Research Variables

A research variable is something in any form that is determined by a researcher to study so that information about it is obtained, then conclusions can be drawn (Sugiyono, 2011). Table 2 shows the operational variables for this research.

Table 2. Operational Variables

No.	Research Variables	Indicator	Source	Scale
1	Communication (X1)	<ol style="list-style-type: none"> 1. <i>Openness</i> 2. <i>Empathy (Empathy)</i> 3. <i>Support</i> 4. <i>Positiveness</i> 5. <i>Knowladge</i> 6. <i>Skills</i> 7. <i>Attitude</i> 	(Fregrace Meissy Purnawijaya, 2019)	Interval
2	Work Discipline (X2)	<ol style="list-style-type: none"> 1. Timeliness. 2. Effectiveness and Efficiency. 3. No Absenteeism. 4. Comply with existing regulations. 	(Harahap & Tirtayasa, 2020)	Interval
3	Innovative Work Behavior (X3)	<ol style="list-style-type: none"> 1. Exploratory Thinking. 2. Sustainable Thinking. 3. Successful Thinking. 4. Thought Implementation. 	(Elshifa et al., 2019)	Interval
4	Employee Performance (Y)	<ol style="list-style-type: none"> 1. Quality 2. Quantity 3. Creativity 4. Knowledge 5. Cooperation 	(Subroto, 2018)	Interval

Source: Processed Data (2022)

Data Analysis Technique

Descriptive Analysis

Descriptive analysis in this study is a description or explanation of the results of primary data in the form of a questionnaire that has been filled in by research respondents, descriptive analysis is used to determine and describe the independent variables and related variables.

Normality Test

The normality test is a test tool used to determine whether in a regression model, the independent and dependent variables or both have a normal distribution or not. A good regression model is a model that has a normal or near normal data distribution. To determine the presence or absence of data normality, a graph can be used. *Normal P-Plot of Regression Stand.* In the normal P-Plot, the data is said to be normal if there is a spread of points around the diagonal line and the spread follows the direction of the diagonal line. If the data spreads around the normal line and follows the direction of the normal line, the regression model fulfills the assumption of normality. In conducting a normality test, there are several methods, namely by looking at the distribution of data on the diagonal source on the diagonal graph on the *normal P-P Plot of Regression standardized residual* graph or with the *one sample Kolmogorov Smirnov* test.

Partial Test (T Test)

This significant test (*t test*) is conducted to analyze the level of significance of the influence of independent variables, namely communication, work discipline, and innovative work behavior individually on the dependent variable, namely employee performance at PT.Mega Finance.

RESULTS AND DISCUSSION

Validity and Reliability Test

Table 3. Validity test

Variables	Indicator	Validity	Description
Communication	X _{1.1}	0,685	Valid
	X _{1.2}	0,494	Valid
	X _{1.3}	0,514	Valid
	X _{1.4}	0,454	Valid
	X _{1.5}	0,308	Valid
	X _{1.6}	0,563	Valid
	X _{1.7}	0,368	Valid
Work Discipline	X _{.21}	0,439	Valid
	X _{.22}	0,359	Valid
	X _{2.3}	0,579	Valid
	X _{.24}	0,552	Valid
Innovative Work Behavior	X _{3.1}	0,488	Valid
	X _{3.2}	0,622	Valid
	X _{3.3}	0,505	Valid
	X _{3.4}	0,409	Valid
Employee Performance	X _{3.1}	0,325	Valid
	X _{3.2}	0,623	Valid
	X _{3.3}	0,301	Valid
	X _{3.4}	0,773	Valid
	X_{3.5}	0,408	Valid

Source: SPSS Processed Data, (2023)

Based on Table 3, all statement items for the Communication (X1), Work Discipline (X2), Innovative Work Behavior (X3), and Employee Performance (Y) variables have a CITC value greater than 0.3. Thus, it means that the statement items on each variable are valid for further testing.

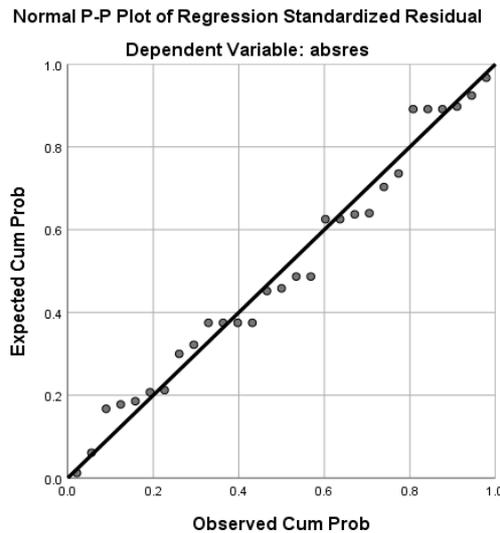
Table 4. Reliability Test

Variables	Cronbach's Alpha	Description
Communication	0,772	Reliable
Work Discipline	0,714	Reliable
Innovative Work Behavior	0,716	Reliable
Employee Performance	0,817	Reliable

Based on Table 4, all items for the Communication (X1), Work Discipline (X2), Innovative Work Behavior (X3), and Employee Performance (Y) variables have an *Alpha Cronbach* value greater than 0.6. Thus all items on each variable are reliable for further testing.

Normality Test

The normality test aims to test whether the residual variable in the regression model has a normal distribution. A good regression model has a normal or near normal data distribution. To find out whether the data is normally distributed or not, it can be tested using the *normal probability plot* approach method, the data is said to be normal if there is a spread of points around the diagonal line and the distribution follows the diagonal line. If the data spreads around the normal line and follows the normal line, the regression model fulfills the assumption of normality.



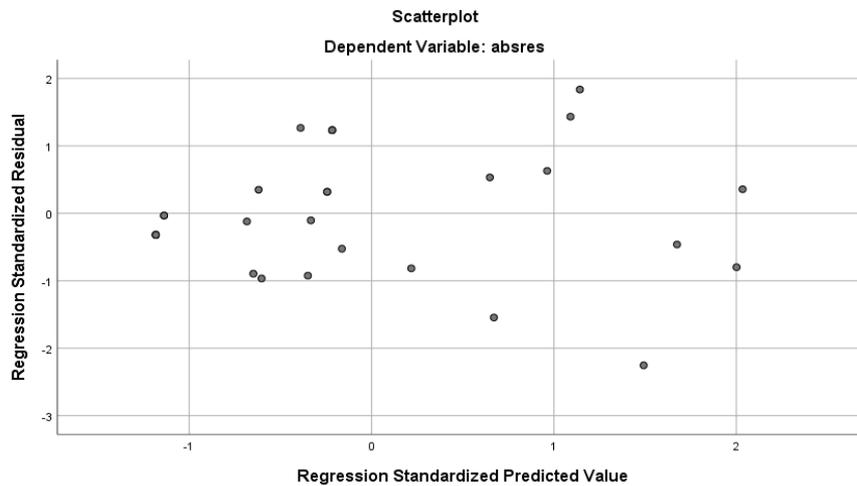
Source: SPSS Processed Data, (2023)

Figure 2. Normality Test Results

It can be seen that the test results in Figure 2 show that the points are not far from the diagonal line. This means that it shows that the regression model is normally distributed.

Heteroscedasticity Test

The purpose of this test is to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it can be called homoscedasticity and if it is different it is called heteroscedasticity. To determine the presence or absence of heteroscedasticity is to look at the plot graph between the predicted value of the *dependent* variable and its residuals.



Source: SPSS Processed Data, (2023)

Figure 3. Heteroscedasticity test

The test result in Figure 3 shows the points which are not far from the diagonal line. This means that it shows that the regression model is normally distributed.

Multicollinearity Test

The multicollinearity test is carried out to ensure that there is no perfect correlation between one independent variable and another. To test the presence or absence of multicollinearity in the regression model, it can be seen by looking at the tolerance value and the variance inflation factor (VIF) value. Tolerance value > 0.1 and VIF < 10 then there is no multicollinearity. If the Tolerance value < 0.1 and the VIF value > 10 indicates the presence of multicollinearity symptoms in the regression model.

Table 5. Multicollinearity Test Results

No.	Variables	VIF	Description
1	Communication	1,610	No multicollinearity
2	Work Discipline	1,100	No multicollinearity
3	Innovative Work Behavior	1,642	No multicollinearity

Source: SPSS Processed Data, (2023)

Based on Table 5, the multicollinearity test shows that all independent variables have VIF less than 10 (<10). So it can be concluded that the research variables do not experience symptoms of multicollinearity.

Test Coefficient of Determination (R^2)

This test is to show the degree of relationship between the variables of Communication, Work Discipline, Innovative Work Behavior and Employee Performance Interest. The results of this determinant are shown to illustrate how far the independent variables used in the regression equation explain the dependent variable.

Table 6. Adjusted R Square

No.	Variables	R Square Adjusted	Conclusion
1	Purchase Intention	0,475	Strong

Source: SPSS Processed Data, (2023)

From Table 6, it can be seen that the *adjusted R-Square* of Purchase Interest is 0.475 or 47.5%. Thus employee performance is influenced by communication, work discipline and innovative work behavior 47.5%. While the remaining 52.5% is influenced by other factors not disclosed in this study.

Partial Test Results (T Test)

The t test is used to test the significance of the relationship between the independent variable (X) partially has a real effect or not on the dependent variable (Y). The degree of significance used is 0.05.

Table 7. Path Coefficients

Model	T	Sig.	Ket
Communication -> Employee Performance	0,028	0,324	Positively Affected Not Significant
Work Discipline -> Employee Performance	0,739	0,000	Positive and Significant Effect
Innovative Work Behavior -> Employee Performance	0,760	0,000	Positive and Significant Effect

Source: SPSS Processed Data, (2023)

Effect of Communication on Employee Performance at PT. Mega Finance Pekanbaru

Based on the processing results obtained in Table 7, the t value (0.028) < t table (2.042) with a significant value of 0.324 > 0.05 so that the first hypothesis is rejected. This means that communication has a positive and insignificant effect on employee performance.

The Effect of Work Discipline on Employee Performance at PT. Mega Finance Pekanbaru

Based on the results of data processing in Table 7, the calculated t value (0.739) > t table (2.042) with a significant value of 0.000 < 0.05 so that the second hypothesis is accepted. This means that work discipline has a positive and significant effect on employee performance.

The Effect of Innovative Work Behavior on Employee Performance at PT. Mega Finance Pekanbaru

Based on the results of data processing in Table 7, the calculated t value (0.760) > t table (2.042) with a significant value of 0.000 < 0.05 so that the third hypothesis is accepted, this means that innovative work behavior has a positive and significant effect on employee performance.

Discussion

Effect of Communication on Employee Performance at PT. Mega Finance Pekanbaru

The results of regression analysis and partial testing (t test) on the Communication variable show that the Communication variable has a positive and insignificant effect because this communication variable is not the main factor anymore as a determinant of performance because the majority of respondents here are men (76%) and are married (57%) so that they are mature and mature automatically their communication is also good. Therefore, the communication variable is not the main factor in employee performance success.

Based on the description analysis on the statement "employees are able to support fellow coworkers" the lowest is (2.23%). This will reduce the performance of each employee to be able to excel at work because there is still a lack of clear communication both in writing and verbally. Although the majority of employees in the 21-30 years old category do not rule out the possibility of competition in pursuing the targets of each of these employees.

The results of this study are not in line with research conducted by (Dewi, 2021) Which shows that there is a significant positive effect of the communication provided on employee performance. Where these two studies have a significant effect, it means that it can be stated that if there is an increase or decrease in the Communication variable, it will also have an impact on a significant increase or decrease in employee performance.

Effect of Work Discipline on Employee Performance at PT. Mega Finance Pekanbaru

The results of regression analysis and partial testing (t test) of the Work Discipline variable show that the Work Discipline variable has a positive and significant effect.

Based on the analysis of the description of Work Discipline, the indicator "employees do their work carefully as with the objectives of the company" is the highest score of 4.03, thus each employee has heeded whatever is the goal of the company so that they are able to complete their work carefully. This can be seen in the age characteristics of the respondents, the majority of whom are aged 21-30 years, totaling 22 by 73% with those who have physical condition, good work enthusiasm and are still at a productive age so that they can be disciplined at work, therefore employee performance will increase.

The results of the study are in line with research conducted by (Syafarina, 2017) from the results of the analysis show that there is a significant influence on Employee Performance.

The Effect of Innovative Work Behavior on Employee Performance at PT. Mega Finance Pekanbaru

The results of regression analysis and partial testing (t test) on the Innovative Work Behavior variable show that the Innovative Work Behavior variable has a positive and significant effect. From the results of descriptive analysis, it shows that Innovative Work Behavior is a factor that is considered good by respondents in employee performance.

Based on the analysis of the description of the Innovative Work Behavior variable, the indicator "employees can think of new ideas for the progress of the company" has the highest score of 3.83. This means that it shows that employees think well and have creativity so that they can find new innovations that can advance the company. We can also see this in the characteristics of respondents based on length of service, the majority of whom have worked < 2 years. Therefore, there are many new employees who will start a career path in this company so that they will think hard to be able to advance the company through their potential and creative way of thinking.

The results of this study are in line with research conducted by (Berliana & Arsanti, 2018) which states that Innovative Work Behavior has a positive effect on employee performance. Where these two studies can be stated if there is an increase or decrease in the Innovative Work Behavior variable, it will also have an impact on increasing or decreasing employee performance.

CONCLUSION

In this study aims to determine the effect of Communication, Work Discipline and Innovative Work Behavior on Employee Performance at PT Mega Finance Pekanbaru. And the sample used in this study consisted of 30 respondents. Based on the results of the data analysis above, the following conclusions can be drawn (1) Communication affects employee performance. Therefore, the company must be well directed by communicating with fellow employees and creating a good working atmosphere so that employee performance can increase. Based on partial testing, it has a positive and insignificant effect on employee performance variables at PT Mega Finance Pekanbaru. (2) Work Discipline also affects employee performance. The company must pay more attention to employees through discipline at work so that they can be more organized in attendance levels so that there will be an increase in employee performance. Based on partial testing, the research results prove that the Work Discipline variable has a positive and insignificant effect on employee performance variables at PT Mega Finance Pekanbaru. (3) Innovative Work Behavior can also affect employee performance. Employees must be able to think of innovative creative ideas and the company must be able to realize all ideas that can help improve employee performance. Based on the results of partial testing, the results of the study prove that the Innovative Work Behavior variable has a positive and insignificant effect on employee performance variables at PT. Mega Finance pekanbaru. (4) The achievement of the goals set by the company is inseparable from human resources. Therefore, the company must pay attention to what factors can improve employee performance, so that employees can work optimally. Based on simultaneous testing, the research results prove that the three variables of Communication, Work Discipline, and Innovative Work Behavior have a significant effect on employee performance variables at PT Mega Finance Pekanbaru.

From the research that has been done, the researcher believes that in this study there are still weaknesses and shortcomings, including that there are insignificant results on communication variables on employee

performance. What causes the communication variable to be insignificant to performance is the lack of support between coworkers based on the description analysis on the lowest statement "employees are able to support fellow coworkers". This will reduce the performance of each employee to be able to excel at work because there is still a lack of clear communication both in writing and verbally. Although the majority of employees in the 21-30 age category do not rule out the possibility of competition in pursuing the targets of each of these employees.

Based on the conclusions obtained, the suggestions that can be given by academics are as follows: (1) For further researchers, this research will be limited to Communication, Work Discipline, and Innovative Work Behavior, therefore further research is needed on other variables that affect employee performance. Given that there are still other factors that affect employee performance by 52.4%. (2) As reference material by other parties or other researchers or further researchers who will conduct research with the same problem in the future.

Based on the conclusions obtained, the suggestions that can be given to the Company Based on the conclusions obtained, the suggestions that can be given for practice are as follows: 1. From the research results, it is known that the Communication variable has a positive and insignificant effect on employee performance. Therefore, the company must be able to create a comfortable working atmosphere through better and positive communication. 2. From the research results it is known that the Work Discipline variable has a positive and significant effect on employee performance. Thus every employee has heeded whatever has become the goal of the company so that they are able to complete their work carefully. 3. From the results of research that has been known that the Innovative Work Behavior variable has a positive and significant effect on employee performance. Innovative Work Behavior is needed in this company because in order to create new ideas and good creativity so the company must be able to realize good ideas from employees in the company so that employees can be encouraged to create interesting work results. 4. For companies, this research can be a means of information and consideration in determining company policies related to employee performance both for the present and for the future.

REFERENCES

- Ali, H. (2011). Marketing and Selected Cases. In CAPS Yogyakarta (Ed.), *CAPS (Center For Academic Publishing Service)* (2nd ed.).
- Amrullah Rasyid, Hazairin Habe, J. (2022). *Discipline and work allowances on employee performance*.
- Anjar, A., Siregar, M., Toni, Ritonga, M. K., Harahap, H. S., & Siregar, Z. A. (2020). The Effect of Innovative Behavior on the Performance of Elementary School Principals in Labuhanbatu Regency. *Journal of Education and Development, South Tapanuli Institute of Education*, 8(3), 26-32.
- Berliana, V., & Arsanti, T. A. (2018). Analysis of the Effect of Self-efficacy, Capabilities, and Innovative Work Behavior on Performance. *Maksipreneur Journal: Management, Cooperatives, and Entrepreneurship*, 7(2), 149. <https://doi.org/10.30588/jmp.v7i2.364>
- Dewi, R. V. K. (2021). The Effect of Communication on Employee Performance at PT Indosurya Kencana in Bekasi. *JENIUS (Scientific Journal of Human Resource Management)*, 4(2), 164-171.
- Elshifa, A., Anjarini, A. D., & Kharis, A. J. (2019). The Effect of Quality of Work Life and Use of Information Technology on Innovative Work Behavior of Lecturers mediated by Organizational Commitment. *Economicus*, 13(2), 189-200.
- Fadillah, A. O. (2020). (2020). *The Relationship Between Social Capital and Innovative Behavior in Employees of Pt. Souvenir X*. 1-12.
- Fregrace Meissy Purnawijaya. (2019). The Effect of Work Discipline and Work Facilities on Employee Performance at Kedai 27 in Surabaya. *Journal Article*.
- Harahap, S. F., & Tirtayasa, S. (2020). The Effect of Motivation, Discipline, and Job Satisfaction on Employee Performance at PT Angkasa Pura II (Persero) Kualanamu Branch Office. *Maneggio: Scientific Journal of Master of Management*, 3(1), 120-135. <https://doi.org/10.30596/maneggio.v3i1.4866>
- Jajuk Herawati, Epsilandri Septyarini, D. P. (2022). *The Effect of Communication, Motivation and Reward on Employee Performance of PT Wika Cilacap Region*. 4(5), 818-829.
- Jasman Saripuddin Hasibuan, B. S. (2020). Work Discipline and Motivation to Employee Performance. *Innovator*, 9(1), 23. <https://doi.org/10.32832/inovator.v9i1.3014>
- Muhammad, A. M., Trang, I., & Saerang, R. T. (2022). Placement, Communication and Discipline Effect on Employee Work Productivity in All Holland Bakery Manado City Branch. *EMBA Journal*, 10(1), 735-744.
- Nurul Hikmah, H. S. (2018). The Effect of Organizational Commitment, Self Efficacy, and Organizational Citizenshipbehavior (Ocb) on Employee Performance (Case Study on Permanent Employees of Susan Spa & Resort Bandungan). *Diponegoro Journal Of Social And Politic Year*, 1-8. <http://ejournal-s1.undip.ac.id/index.php/>
- Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020). The Impact of Leadership, Organizational Culture and Innovative Work Behavior on the Performance of Puskesmas Employees. *Journal of Public Health Sciences*, 9(01), 19-27. <https://doi.org/10.33221/jikm.v9i01.473>

- Rialmi, Z., & Morsen, M. (2020). The Effect of Communication on Employee Performance of PT Utama Metal Abadi. *JENIUS (Scientific Journal of Human Resource Management)*, 3(2), 221. <https://doi.org/10.32493/jjsdm.v3i2.3940>
- Santoso, D., & Nugraheni, D. (2022). *The role of organizational climate, transformational leadership, knowledge sharing and employee engagement for increasing innovative work behavior*. 15(2), 118-132.
- Subroto, S. (2018). The Effect of Training and Motivation on Employee Performance. *Optimal: Journal of Economics and Entrepreneurship*, 12(1), 18-33. <https://doi.org/10.33558/optimal.v12i1.1544>
- Sugiyono. (2011). *Quantitative, Qualitative and R&D Research Methods* (Bandung: Afabeda (ed.)).
- Sutedjo, A. S., & Mangkunegra, A. P. (2018). The Effect of Competence and Work Motivation on Employee Performance at PT Inti Kebun Sejahtera. *BISMA (Business and Management)*, 5(2), 120. <https://doi.org/10.26740/bisma.v5n2.p120-129>
- Syafriana, N. (2017). The Effect of Work Discipline on Employee Performance at PT. Suka Fajar Pekanbaru. *Riau Economic and Business Review*, 4(8), 1-12. <https://ekobis.stieriau-akbar.ac.id/index.php/Ekobis/article/view/5>
- Wandi, D., Adha, S., & Asriyah, I. (2019). The Effect of Communication on Employee Performance at the Regional Disaster Management Agency (BPBD) of Banten Province. *Journal of Vocational Economics*, 2(2), 18-30, ISSN: 1098-6596.