

**EFFECTS OF COMMUNICATION, MOTIVATION, WORK DISCIPLINE AND JOB SATISFACTION
ON EMPLOYEE PERFORMANCE AT PT BINTANG TERANG MANDIRI**

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ABSTRACT

The aim of this research is to determine the influence of communication, motivation, work discipline and job satisfaction on employee performance. The object of this research is the consumers of PT Bintang Terang Mandiri Pekanbaru. The sample in this study was the entire population of 40 people using the census method. Data analysis uses descriptive analysis, hypothesis analysis and multiple linear regression with the help of the SPSS 21 program. The results of the research explain that communication has a positive and significant influence on employee performance, motivation has a positive and significant influence on employee performance, work discipline has a positive and significant influence on Employee performance and job satisfaction have a positive and significant influence on employee performance.

Keyword : Communication; Motivation; Work Discipline; Job Satisfaction; Performance.

INTRODUCTION

Human resources are a very important factor in determining the success of a company in achieving its expected goals, because whether or not a company achieves its goals is very dependent on the ability of its human resources or employees to carry out and complete the tasks given.

PT. Bintang Terang Mandiri is a company that operates in the field of selling car spare parts and servicing. The reason the author wants to research PT Bintang Terang Mandiri as a research object is because the company has been operating for 15 years in the field of selling car spare parts and servicing. With the need for car spare parts and service at PT Bintang Terang Mandiri, various strategies need to be implemented so that employee performance can be maintained.

Based on sales target data at PT Bintang Terang Mandiri, it is clear that the realization of sales generated by PT Bintang Terang Mandiri has not reached the target set by the company. This shows that the performance of employees at PT Bintang Terang Mandiri is not in accordance with the company's expectations, which wants every employee to have a high level of performance so that they are able to help the company achieve its stated goals. Especially in getting the profits that the company wants.

To achieve the targets set annually by PT. Bintang Terang Pekanbaru requires personnel who can help in carrying out each job so that this will affect the resulting performance. Evaluation of employee performance is also seen from the level of spare parts sales made.

Based on the employee performance assessment data table at PT Bintang Terang Mandiri, it explains that every year the majority of employee performance is in the good category, this is because at work employees always try to maximize every job given to them well, especially in achieving work targets set by the company. To achieve the targets set annually by PT. Bintang Terang Mandiri Pekanbaru requires personnel who can help in carrying out each job so that this will affect the resulting performance.

Performance appraisals are assessed based on several aspects including the quality of work produced by employees, the level of quantity of work completion, employee discipline in working and complying with rules, teamwork, understanding and ability to adapt to work, especially in solving problems at work, leadership and decision making regarding a job.

Performance is a result achieved based on the tasks and responsibilities completed for the work assigned by the company. Because the company expects every employee not only to have the skills and abilities to work, but most importantly every employee is willing to work and has the desire to achieve maximum work results.

To find out the factors that can influence employee performance, the author conducted a pre-survey by submitting several statements to find out the factors that can improve employee performance at work.

Based on pre-survey data regarding factors that influence employee performance at PT Bintang Terang Mandiri, there are 4 (four) variables with the highest average values, namely communication with a total value of 59, motivation with a total value of 61, work discipline with a total score of 53 and job satisfaction with a total score of 56.

Communication is the transfer of information and understanding from someone to someone. To transfer the information referred to in communication, a communication process is required. Communication is the process of sending and receiving messages between two people or a group of people with some effect and some immediate feedback.

Communication problems occur where the leader lacks attention to his subordinates, especially when delivering work. Leaders often provide instructions that are not delivered directly, resulting in misinformation which ultimately impacts the resulting performance. Apart from that, communication between employees also sometimes does not run optimally, resulting in a lot of unclear information regarding work.

Apart from communication factors, motivation at work is also the most vital driving force in achieving performance. Without motivation, employees will not be able to complete a job optimally because there is no will that comes from within the employee himself, what emerges is only routine.

Meanwhile, the problem of employee motivation at PT. Bintang Terang Mandiri where there is a lack of employee desire to increase the achievement of work targets set by the company. Lack of employee motivation at work can have an impact on the resulting performance, so the role of leaders is very important in encouraging and increasing employee motivation at work.

Work discipline is also a factor that can influence the performance produced by an employee. Work discipline is a procedure for correcting any employee who violates established rules. Apart from that, work discipline is a form of self-control of an employee in implementing every set rule.

Employee work discipline problems at PT. Bintang Terang Mandiri, where there are still employees who violate work rules such as arriving late, often being outside during working hours and there are employees who are absent without a clear reason. Of course, this form of violation of work regulations can affect the achievement of expected performance.

Another factor that can influence performance is the satisfaction felt by employees at work, where job satisfaction is defined as a pleasant state or positive emotion resulting from an assessment of one's work or work

experience. Job satisfaction results from employees' perceptions of how well their jobs provide the things they deem important.

The results of interviews with several employees explained that the problem of job satisfaction felt by employees at PT. Bintang Terang Mandiri, such as giving bonuses, is not in line with employee expectations, sometimes the bonuses received are not commensurate with the workload and are given beyond the stipulated time. Apart from that, another problem with job satisfaction is the lack of attention from leaders towards employees at work.

In accordance with the problem formulation that has been determined, the objectives of this research are as follows (1) To analyze the effect of communication on employee performance at PT. Independent Bright Star. (2) To analyze the influence of motivation on employee performance at PT. Independent Bright Star. (3) To analyze the influence of work discipline on employee performance at PT. Independent Bright Star and (4) To analyze the influence of job satisfaction on employee performance at PT. Independent Bright Star.

LITERATURE REVIEW

Performance

Performance is the result of a person's or group's work function/activities in an organizational activity which is influenced by various factors to achieve organizational goals within a certain period. The activity or work function referred to here is the implementation of the results of the work or activities of a person or group for which they have authority and responsibility in an organization.

According to (Mangkunegara, 2013) states that performance indicators consist of work quality, work quantity, work reliability and work attitude.

Communication

Communication is the process of transferring information, ideas, understanding from one person to another with the hope that the other person can interpret it according to the intended purpose. According to (Miftah, 2014), indicators that interpersonal communication can be effective are, Openness, Empathy, Support, Positivity, Similarity.

Motivation

Motivation is a desire within a person that causes that person to act. Usually people act for a reason to achieve certain goals. Approaches to understanding work motivation are different, because the theories used are different so they develop their own views and models.

Indicators for find out the level of work motivation According to Maslow, employees include the following: (Gunawan *et all*, 2020), physical needs, security and safety needs, social needs, esteem needs and self-realization needs.

Work Discipline

Discipline is a person's awareness and willingness to comply with the regulations contained therein organization and applicable social norms". Discipline is an attitude of respect is within the employee, which makes him able conform to voluntarily obey company rules and regulations.

The indicators for measuring work discipline include the following: (Permatasari *et all*, 2015): (1) Punctuality, (2) Utilization of facilities, (3) High responsibility and (4) Compliance with office rules

Job satisfaction

Employee job satisfaction is employee moral motivation, discipline and employee work performance in supporting the realization of the goals a company wants to achieve. Job satisfaction is a pleasant or unpleasant situational condition and how employees view their work. Employee job satisfaction reflects a person's attitude towards their work.

The indicators that determine job satisfaction are (Robbins, 2015) These include the following: (1) Work that is mentally challenging. (2) Supportive working conditions. (3) Appropriate salary or wages. (4) Personality suitability for the job and (5) Supportive co-workers.

Relationship Between Research Variables and Hypotheses

The explanation below is an explanation of the relationship between the variables used in this research as follows:

The Effect of Communication on Employee Performance

By communicating, humans can relate to each other both in daily life at home, at work and in the community. The importance of communication for humans cannot be denied, and the same is true for an organization or company. Apart from social life, communication also plays an important role in organizational life. With good

communication, an organization can run smoothly and successfully, and vice versa. Therefore, communication is expected to be effective in accordance with the planned organizational goals.

The effectiveness of communication can be assessed from the performance of human resources in the organization. An important element in improving performance in an organization is the availability of quality human resources, productivity, having a high work ethic, and being able to provide optimal contributions to the company. To obtain the required elements, organizations need proper coordination with every human resource in the organization through effective communication. The measurement of communication satisfaction is limited to individual satisfaction related to informal communication in the organization which is reflected in the performance of each employee.

Results of research carried out by (Purnomo *et all* , 2016) explains that communication has a significant influence on employee performance. This is also confirmed in research by Fransiska and (Fransiska and Tupti, 2020) which explains that communication has a significant influence on employee performance.

H₁ : It is suspected that communication has a positive influence on employee performance

The Effect of Motivation on Employee Performance

Motivation within a person seen as a power without take into account weaknesses and other factors present in each individual. Motivation has a significant effect on employee performance. The greater the motivation the company provides to employees, the greater the employee's performance will be.

Results of research carried out by (Changgriawan, 2017) explains that motivation has a significant influence on employee performance. This is also confirmed by research (Fachrezai and Khair, 2020) which explains that motivation has a significant effect on employee performance.

H₂ : It is suspected that motivation has a positive influence on employee performance

The Influence of Work Discipline on Employee Performance

Order is the main characteristic of organizations and discipline is one method of maintaining that order. The main goal of discipline is to increase efficiency as much as possible by preventing waste of time and energy. Discipline seeks to prevent slow starts or premature ending of work due to lateness or laziness. The performance assessment process can determine the organizational results, whether or not the organizational goals have been achieved.

Based on research results (Tyas and Sunuharyo, 2018) explains that work discipline has a significant influence on employee performance. This is also confirmed by research conducted by (Octaviani and Pricilla, 2020) which explains that job satisfaction has a significant influence on employee performance.

H₃ : It is suspected that work discipline has a positive influence on employee performance

The Effect of Job Satisfaction on Employee Performance

Job satisfaction is an emotional attitude or feeling fun and loves his job. This attitude reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Employee performance is said to be good if there is job satisfaction felt by employees is also getting better. With words On the other hand, good employee performance can be influenced by satisfaction work on employees. Thus job satisfaction in a company is really needed to boost employee performance. Job satisfaction can be obtained in the form of salary principal, compensation, salary increase opportunities, promotion opportunities positions, awards, trips abroad, work relationships, etc.

Based on research results (Changgriawan, 2017), it is clear that job satisfaction has a significant influence on employee performance. This is also confirmed by research conducted by (Arisca *et all* , 2019) which explains that job satisfaction has a significant influence on employee performance.

H₄ : It is suspected that job satisfaction has a positive influence on employee performance

Framework

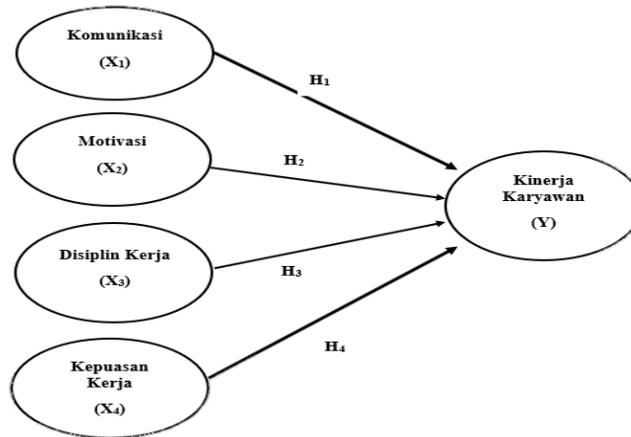


Figure 1. Framework of Thought

RESEARCH METHODS

Research Location and Time

The object of this research is the consumers of PT Bintang Terang Mandiri Pekanbaru , the aim is to find out how much influence communication, motivation , work discipline and job satisfaction have on employee performance.

Population and Sample

In this research, the population used is all employees at PT Bintang Terang Mandiri, totaling 40 people, who are a saturated sample using the census method where the entire population is used as a sample in this research.

Data Types and Sources

Primary data in this case was obtained from distributing questionnaires to consumers, the identity of the respondent (age, gender, occupation, income) and data on the respondent's opinion regarding communication, motivation , work discipline and job satisfaction regarding the performance of PT employees. Bright Star Mandiri Pekanbaru.

Secondary data in this research is company history, employee performance data and company organizational structure.

Operational Definition of Variables

The following is the operational definition of the variables used in this research:

Table 1 Operational Research Variables

No.	Variable	Indicator	Scale	Reference
1	Performance (Y)	Work quality	Intervals	(Sutrisno, 2011) and (Mangkunegara, 2013)
		Work Quantity		
		Reliability		
		Work attitude		
2	Communication (X ₁)	Openness	Intervals	(Usman, 2011) and (Mifta, 2014)
		Empathy		
		Support		
		Positivity		
		Similarity		
3	Motivation (X ₂)	Physical Needs	Intervals	(Mangkunegara, 2013) and

No.	Variable	Indicator	Scale	Reference
		Safety and Security Needs		(Gunawan <i>et all</i> , 2020) ,
		Social Needs		
		Need for Appreciation		
		The need for self-realization		
4	Work Discipline (X ₃)	Punctuality	Intervals	(Hasibuan, 2014) , and (Permatasari <i>et all</i> , 2015)
		Utilization of Facilities		
		Responsibility		
		Compliance with Office Rules		
5	Job Satisfaction (X ₄)	Mentally Challenging Work	Intervals	(Hasibuan, 2014) , and (Robbins, 2015)
		Supportive Working Conditions		
		Appropriate Salary or Wages		
		Personality Compatibility with Job		
		Supportive Coworkers		

Data collection technique

Library Study (*Library Research*)

In this case the author collects and studies books, literature and other data related to the problem under study.

Field Studies (*Field Research*)

This is a data collection method used to collect data by distributing a list of questions to employees at PT Bintang Terang Mandiri . The aim is to explore information, responses, beliefs, opinions, feelings and desires from respondents.

Documentation is a technique used to prepare documents and record available data related to research problems.

Data analysis technique

Descriptive Analysis of Data

Analysis of Respondent Characteristics

To determine the analysis of the influence of communication (X₁), motivation (X₂), and job satisfaction (X₃) on employee performance (Y) at PT Bintang Terang Mandiri where respondents in the study were divided into several characteristics, namely age, gender, education and years of service.

Description of Respondent Responses Independent and Dependent Variables

Analysis descriptive used For measure trend respondent's response to each variable indicator. To measure the exact score value of each indicator, a rating scale is used as follows as follows: For the interval class 1.00 - 1.79, it has a rating of Very Not Good (STB) in variable in variable 19 have a rating of Good (B) in variable X and High (T) in variable Y and the interval class 4.20 – 5.00 has a rating of Very Good (SB) in variable

Hypothesis Analysis

Preliminary Test

Validity and Reliability Test

If the coefficient between the item and the total items is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid. A questionnaire is declared reliable if it has an alpha value greater than 0.60.

Classic assumption test

Effects of Communication, Motivation, Work Discipline and Job Satisfaction on Employee Performance at PT Bintang Terang Mandiri (Alexander, Suhardjo, Nicholas Renaldo, Achmad Tavip Juanedi, and Silvia Mery)

Normality test

To test whether the data is normally distributed or not, the Kolmogorov-Smirnov Test statistical test is carried out. Residuals are normally distributed if they have a significance value > 0.05

Multicollinearity Test

The way to detect multicollinearity in the regression model is as follows (1) The amount of *variance Inflation Factor* (VIF), guidelines for a regression model that is free of multicollinearity, namely a VIF value ≤ 10 and (2) Amount of *Tolerance*, guidelines for a regression model that is free of multicollinearity, namely a *Tolerance value* ≥ 0.1 .

Heteroscedasticity Test

The basis of the analysis is that if a certain pattern, such as the points forming a certain regular pattern (wavy, widening then narrowing), then heteroscedasticity is identified. If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur.

Model Test

The following are the tests used to assess the feasibility of the model in this research, as follows:

Simultaneous F Hypothesis Test

The basis for making testing decisions is (1) If $f_{\text{count}} \leq f_{\text{table}}$ then H_0 is accepted and H_1 is rejected (no significant influence), or if the $\text{sig} > \alpha$ level is 0.05 then the independent variable does not have a significant influence on the dependent variable. (2) If $f_{\text{count}} \geq f_{\text{table}}$ then H_0 is rejected and H_1 is accepted (there is a significant influence), T_{table} is seen with degrees of freedom = $n - k - 1$, or if the sig level $< \alpha$ 0.05 then simultaneously the independent variables have a significant influence significant to the dependent variable.

Coefficient of Determination

The coefficient of determination ($\text{adjust } R^2$) essentially measures how far the model's ability is to explain variations in the dependent variable. The coefficient of determination value is between zero and one. A small R^2 value means that the ability of the independent variables to explain variations in the dependent variable is very limited.

Multiple Linear Regression Analysis

To determine the relationship between the independent and dependent variables, the author uses multiple linear regression. The equation used is as follows: $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

Partial Hypothesis Test (t Test)

The consumer satisfaction criteria used in this test are as follows (1) If $t_{\text{count}} \geq t_{\text{table}}$ or significant level $< \alpha$ of 0.05 or 5% then H_0 is rejected and H_a is accepted, partially explaining that the independent variable has a significant influence towards the dependent variable. (2) If $t_{\text{count}} \leq t_{\text{table}}$ or significant level $> \alpha$ of 0.05 or 5% then H_0 is accepted and H_a is rejected, partially explaining that the independent variable does not have a significant influence on the dependent variable.

RESEARCH RESULTS AND DISCUSSION**Descriptive Analysis****Respondent Characteristics**

The characteristics of respondents used in this research are classified based on gender, age, highest level of education, length of service and income. The following will discuss the conditions of each demographic classification of respondents:

The majority of employees at PT Bintang Terang Mandiri are male with a total of 27 people or 67.5%. This is because the work demands of the company require workers with strong endurance, especially in providing car service.

The majority of employees at PT Bintang Terang Mandiri are aged between 21 years and 35 years with 22 people or 55%. This is because the company needs relatively young workers to improve the performance targeted by the company.

The majority of employees at PT Bintang Terang Mandiri Pekanbaru have a high school educational background with 24 people or 60%. This is because high school education is the minimum requirement for PT Bintang Terang Mandiri to provide the opportunity to join and work together.

The majority of employees at PT Bintang Terang Mandiri have a working period of between 1 and 5 years with a total of 23 people or 57.5%. This is because PT Bintang Terang Mandiri wants employees who have experience in working to make it easier to carry out the work given.

The majority of employees at PT Bintang Terang Mandiri earn an income of between IDR 2,100,000 – IDR 3,500,000/month, amounting to 26 people or 65%. This is because management has decided to provide compensation that has been adjusted to government regulations.

Description of Respondent Responses Independent and Dependent Variables

Based on the recapitulation results regarding communication, there are 5 indicators with 13 statements in the good category with an average value of 3.99. The lowest score was 3.68 in the good category in the statement that he hopes that superiors and co-workers can provide honest responses to the resulting performance. Meanwhile, the highest score was 4.28 in the very good category in the statement that they hope to have benefits in helping superiors and colleagues in completing work.

Based on the recapitulation results regarding motivation, there are 5 indicators with 16 statements in the good category with an average value of 4.07. The lowest score was 3.60 in the good category in the statement that the company also provides health benefits to employees. Meanwhile, the highest score was 4.45 in the very good category in the statement that the company believes in every employee who has the potential to help achieve the goals that have been set.

Based on the recapitulation results regarding work discipline, there are 4 indicators with 8 statements in the good category with an average value of 4.14. The lowest score was 3.58 in the good category in the statement that employees were careful in using the facilities provided by the company. Meanwhile, the highest score was 4.63 in the very good category in the statement that employees are always orderly and obey at all times when working.

Based on the recapitulation results regarding job satisfaction, there are 5 indicators with 14 statements in the good category with an average value of 4.05. The lowest score was 3.73 in the good category in the statement that the company provides salaries according to the workload given to employees. Meanwhile, the highest score was 4.23 in the very good category in the employee's statement that they felt that their colleagues could support each other in solving problems at work.

Based on the recapitulation results regarding performance, there are 4 indicators with 12 statements in the very high category with an average value of 4.33. The lowest score was 4.15 in the high category in the statement that they felt that every employee had a tolerant attitude towards their colleagues. Meanwhile, the highest score was 4.48 in the very high category in the skills statement that was appropriate to the field of work assigned by the company.

Hypothesis Analysis

Validity and Reliability Test

An item is said to be valid if the *corrected item-total correlation value* is greater than 0.30 and to achieve this, a reliability test is carried out using the *Cronbach's alpha method* with a value above 0.60. The following are the results of testing the validity of the instruments used in this research:

Table 2 Research Validity Test

No	Variable	Statement	R Count	Sign	Limit Value	Information
1		X.1.1.1	0.634	>	0.30	Valid
2		X.1.1.2	0.572	>	0,30	Valid
3		X.1.2.1	0.575	>	0,30	Valid
4		X.1.2.2	0.521	>	0,30	Valid
5		X.1.3.1	0.539	>	0,30	Valid
6		X.1.3.2	0.606	>	0,30	Valid
7	Communication	X.1.3.3	0.435	>	0,30	Valid
8		X.1.3.4	0.547	>	0,30	Valid
9		X.1.4.1	0.352	>	0,30	Valid
10		X.1.4.2	0.584	>	0,30	Valid
11		X.1.4.2	0.605	>	0,30	Valid
12		X.1.5.1	0.480	>	0,30	Valid
13		X.1.5.2	0.652	>	0,30	Valid
14	Motivasi	X.2.1.1	0.455	>	0,30	Valid

No	Variable	Statement	R Count	Sign	Limit Value	Information
15		X.2.1.2	0.487	>	0,30	Valid
16		X.2.1.3	0.752	>	0,30	Valid
17		X.2.1.4	0.688	>	0,30	Valid
18		X.2.1.5	0.569	>	0,30	Valid
19		X.2.2.1	0.724	>	0,30	Valid
20		X.2.2.2	0.622	>	0,30	Valid
21		X.2.2.3	0.814	>	0,30	Valid
22		X.2.2.4	0.670	>	0,30	Valid
23		X.2.3.1	0.690	>	0,30	Valid
24		X.2.3.2	0.594	>	0,30	Valid
25		X.2.3.2	0.649	>	0,30	Valid
26		X.2.4.1	0.613	>	0,30	Valid
27		X.2.4.2	0.647	>	0,30	Valid
28		X.2.5.1	0.571	>	0,30	Valid
29		X.2.5.2	0.437	>	0,30	Valid
30		X.3.1.1	0.586	>	0,30	Valid
31		X.3.1.2	0.717	>	0,30	Valid
32		X.3.2.1	0.611	>	0,30	Valid
33		X.3.2.2	0.512	>	0,30	Valid
34	Disiplin Kerja	X.3.3.1	0.725	>	0,30	Valid
35		X.3.3.2	0.608	>	0,30	Valid
36		X.3.4.1	0.634	>	0,30	Valid
37		X.3.4.2	0.757	>	0,30	Valid
38		X.4.1.1	0.530	>	0,30	Valid
39		X.4.1.2	0.814	>	0,30	Valid
40		X.4.1.3	0.806	>	0,30	Valid
41		X.4.2.1	0.659	>	0,30	Valid
42		X.4.2.2	0.808	>	0,30	Valid
43		X.4.3.1	0.686	>	0,30	Valid
44		X.4.3.2	0.687	>	0,30	Valid
45	Kepuasan Kerja	X.4.3.3	0.693	>	0,30	Valid
46		X.4.4.1	0.566	>	0,30	Valid
47		X.4.4.2	0.483	>	0,30	Valid
48		X.4.4.3	0.412	>	0,30	Valid
49		X.4.5.1	0.611	>	0,30	Valid
50		X.4.5.2	0.509	>	0,30	Valid
51		X.4.5.3	0.414	>	0,30	Valid
52		Y.1.1.1	0.771	>	0,30	Valid
53		Y.1.1.2	0.781	>	0,30	Valid
54		Y.1.1.3	0.656	>	0,30	Valid
55	Kinerja	Y.1.2.1	0.761	>	0,30	Valid
56		Y.1.2.2	0.656	>	0,30	Valid
57		Y.1.3.1	0.626	>	0,30	Valid

No	Variable	Statement	R Count	Sign	Limit Value	Information
58		Y.1.3.2	0.560	>	0,30	Valid
59		Y.1.3.3	0.653	>	0,30	Valid
60		Y.1.3.4	0.593	>	0,30	Valid
61		Y.1.4.1	0.339	>	0,30	Valid
62		Y.1.4.2	0.356	>	0,30	Valid
63		Y.1.4.3	0.734	>	0.30	Valid

Source: 2021 Processed Data

Table 3 Reliability Test

No	Variable	Alpha Value	Limit Value	Information
1	Communication	0.869	0.60	Reliable
2	Motivation	0.922	0.60	Reliable
3	Work Discipline	0.872	0.60	Reliable
4	Job satisfaction	0.913	0.60	Reliable
5	Performance	0.898	0.60	Reliable

Source: 2021 Processed Data

Classic assumption test

Data Normality Test

The normality test aims to find out whether each variable is normally distributed or not. To test whether the data is normally distributed or not, the Kolmogorov-Smirnov Test statistical test is carried out. Residuals are normally distributed if they have a significance value > 0.05 .

Table 4 Normality Test

	Unstandardized Residuals
N	40
Kolmogorov-Smirnov Z	,760
Asymp. Sig. (2-tailed)	,610

Source: 2021 Processed Data

The results of the normality test where the resulting significant value of 0.610 is greater than 0.05, it can be concluded that the data used in this research has a normal distribution.

Multicollinearity Test

The multicollinearity test aims to test whether in the regression model formed, there is a high or perfect correlation between the independent variables or not. Multicollinearity testing by looking at the VIF (*Variance Inflation Factor*) value using Spss in this study is as follows:

Table 5 Multicollinearity Test

Variable	Collinearity Statistics		Information
	Toll	VIF	
Communication	0.425	2,354	No Symptoms of Multicollinearity Occur
Motivation	0.447	2,235	No Symptoms of Multicollinearity Occur

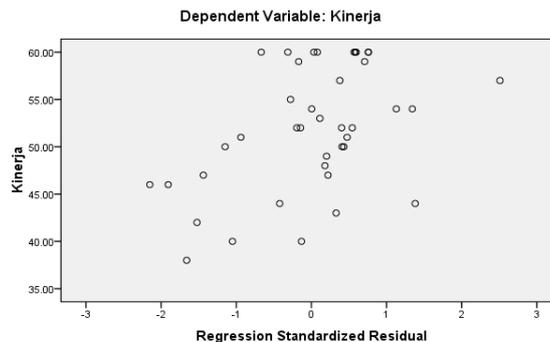
Work Discipline	0.415	2,409	No Symptoms of Multicollinearity Occur
Job satisfaction	0.620	1,612	No Symptoms of Multicollinearity Occur

Source: 2021 Processed Data

The results of the multicollinearity test, where the VIF value for each variable is smaller than 10, can be concluded that the data used in this study does not contain symptoms of multicollinearity, explaining that there is no high relationship between the independent variables in this study.

Heteroscedasticity Test

Heteroscedasticity means that there are variable variances in the regression model that are not the same (constant). On the other hand, if the variable variants in the regression model have the same value (constant) then it is called homoscedasticity.



Source: 2021 Processed Data

Figure 2. Heteroscedasticity Test

Based on Figure 4.3, the display on the *scatter plot* shows that the plot spreads randomly above or below zero on the studentized residual regression axis. Therefore, based on the heteroscedasticity test using the graphic analysis method, in the regression model formed it was stated that there were no symptoms of heteroscedasticity.

Model Test

Simultaneous f test

This test is used to see the influence of the independent variable on the dependent variable simultaneously by comparing the calculated F with the F table. If $F_{count} > F_{table}$ then H_0 is rejected and H_a is accepted.

Table 6 Simultaneous Hypothesis Testing

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1329,505	4	332,376	31,433	,000 ^a
	Residual	370,095	35	10,574		
	Total	1699,600	39			

Source: 2021 Processed Data

It is known that $F_{count} (31.433) > F_{table} (2.64)$ with $Sig. (0.000) < 0.05$. This means that simultaneously communication, motivation, work discipline and job satisfaction have an influence on employee performance at PT. Independent Bright Star.

Coefficient of Determination

The coefficient of determination is the magnitude of the contribution of the independent variable to the dependent variable. The higher the coefficient of determination, the higher the ability of the independent variable to explain variations in changes in the dependent variable.

Table 7 Determination Coefficient Test

Model	R	R Square	Adjusted R Square
1	0.884 ^a	0.782	0.757

Source: 2021 Processed Data

The adjusted R Square value of 75.7% explains that communication, motivation, work discipline and job satisfaction can influence employee performance at PT. Bintang Terang Mandiri while the remaining 24.3% is influenced by other variables not used in this research.

Multiple Linear Regression Analysis

Based on the research results, the equation in the multiple linear regression analysis in this study is :

Table 8 Multiple Regression Analysis

Variable	Unstandardized Coefficients		t	Sig.	Information
	B	Std. Error			
(Constant)	3,244	4,544	,714	,480	
Communication → Performance	,259	,114	2,271	,029	Positive and significant influence
Motivation → Performance	,194	,080	2,417	,021	Positive and significant influence
Work Discipline → Performance	,358	,158	2,259	,030	Positive and significant influence
Job satisfaction → Performance	,188	,079	2,400	,022	Positive and significant influence

Source: 2021 Processed Data

Based on the results of the research that has been carried out, the multiple linear regression equation obtained is as follows $Y = 3.244 + 0.259X_1 + 0.194X_2 + 0.358X_3 + 0.188X_4$. The meaning of the numbers in the regression equation above is (1) The constant value (a) is 3.244. This means that if communication, motivation, work discipline and job satisfaction are assumed to be zero (0), then employee performance is 3.244. (2) The regression coefficient value of 0.259 states that if communication increases by 1 unit, the employee's performance will increase by 0.259. (3) The regression coefficient value of 0.194 states that if motivation increases by 1 unit, the employee's performance will increase by 0.194. (4) The regression coefficient value of 0.358 states that if work discipline increases by 1 unit, then the employee's performance will increase by 0.358. (5) The regression coefficient value of 0.188 states that if job satisfaction increases by 1 unit, then the employee's performance will increase by 0.188.

Partial T Test

This test was carried out to determine the magnitude of the influence of the independent variable individually on the dependent variable. This test is carried out by comparing t obtained from calculations

Based on the table , it can be seen as follows (1) Based on the results of research that has been carried out, communication has an influence on employee performance with a calculated t value (2.271) > t table (2.030) and the resulting significance value of 0.029 is still below 0.05 , then ha is accepted and ho is rejected. Explains that communication has a positive and significant influence on employee performance at PT. Independent Bright Star. (2) Based on the results of research that has been carried out, motivation has an influence on employee performance with a calculated t value (2.471) > t table (2.030) and the resulting significance value of 0.021 is still below 0.05, so ha is accepted and ho is rejected. Explains that motivation has a positive and significant influence on employee performance at PT. Independent Bright Star. (3) Based on the results of research that has been carried out, work discipline has an influence on employee performance with a calculated t value (2.259) > t table (2.030) and the resulting significance value of 0.030 is still below 0.05, so ha is accepted and ho is rejected . Explains that work discipline has a positive and significant influence on employee performance at PT. Independent Bright Star. (4) Based on the results of research that has been carried out, job satisfaction has an influence on employee performance with a calculated t value (2.40) > t table (2.030) and the resulting significance value of 0.022 is still below 0.05, so ha is accepted and ho rejected. Explains that job satisfaction has a positive and significant influence on employee performance at PT. Independent Bright Star.

Discussion

The Influence of Communication on Employee Performance at PT. Independent Bright Star.

Communication has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by " Hope to have benefits in helping superiors and colleagues in completing work ." " explains that by helping superiors and co-workers in completing work, employees can get benefits in their work in the future.

The effectiveness of communication can be assessed from the performance of human resources in the organization. This is supported by "Having skills that are appropriate to the field of work assigned by the

company" explaining that employees must be open and honest if the field of work assigned does not match their skills so that undesirable things do not happen. An important element in improving performance in an organization is the availability of quality human resources, productivity, having a high work ethic, and being able to provide optimal contributions to the company. To obtain the required elements, organizations need proper coordination with every human resource in the organization through effective communication. The measurement of communication satisfaction is limited to individual satisfaction related to informal communication in the organization which is reflected in the performance of each employee.

results are in accordance with research (Purnomo *et all* , 2016) , which explains that communication has a significant influence on employee performance. This is also confirmed in research by Fransiska and (Fransiska and Tupti, 2020) , which explains that communication has a significant influence on employee performance.

The Influence of Motivation on Employee Performance at PT. Independent Bright Star.

Motivation has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by "The company believes that every employee who has the potential can help achieve the goals that have been set" explaining that employees who have the potential are motivated to achieve the goals that have been set because they have been entrusted to them by the company.

Motivation within a person seen as a power without take into account weaknesses and other factors present in each individual. Motivation has a significant effect on employee performance. The greater the motivation the company provides to employees, the greater the employee's performance will be. This is supported by "Having skills that are appropriate to the field of work assigned by the company" explaining that employees who have skills that are appropriate to their field will have more motivation to do the work with satisfactory results.

results are in accordance with research (Fachrezai and Khair 2020) , which explains that motivation has a significant effect on employee performance. Then these results are not in accordance with research (Changgriawan, 2017) , explaining that motivation does not have a significant influence on employee performance.

The Influence of Work Discipline on Employee Performance at PT. Independent Bright Star.

discipline has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by "Employees are always orderly in obeying them at all times at work" explaining that the aim of work discipline is to make the work system in the company more effective and tidy.

Order is the main characteristic of organizations and discipline is one method of maintaining that order. The main goal of discipline is to increase efficiency as much as possible by preventing waste of time and energy. Discipline seeks to prevent slow starts or premature ending of work due to lateness or laziness. The performance assessment process can determine the organizational results, whether or not the organizational goals have been achieved. This is supported by "Having skills that are appropriate to the field of work assigned by the company" which explains that with appropriate skills, employees can be more disciplined to complete their work on time.

These results are in accordance with research (Tyas and Sunuharyo, 2018) , which explains that work discipline has a significant influence on employee performance. This is also confirmed by research conducted by (Octaviani and Pricilla, 2020) , which explains that job satisfaction has a significant influence on employee performance.

The Influence of Job Satisfaction on Employee Performance at PT. Independent Bright Star.

satisfaction has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by "Employees feel that co-workers can support each other in resolving problems at work" which explains that having co-workers can help alleviate problems at work and also support each other in resolving problems at work so that a sense of satisfaction arises because there is a good working relationship, very good between colleagues.

Job satisfaction is an emotional attitude or feeling fun and loves his job. This attitude reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Employee performance is said to be good if there is job satisfaction felt by employees is also getting better. With words On the other hand, good employee performance can be influenced by satisfaction work on employees. This is supported by "Having skills that are appropriate to the field of work assigned by the company" which explains that employees who obtain skills that are appropriate to their field will feel satisfied in carrying out their work because the employee really loves their job. Thus job satisfaction in a company is really needed to boost employee performance. Job satisfaction can be obtained in the form of salary principal, compensation, salary increase opportunities, promotion opportunities positions, awards, trips abroad, work relationships, etc.

These results are in accordance with research (Gunawan *et all* , 2020) , which explains that job satisfaction has a significant influence on employee performance. This is also confirmed by research conducted by (Arisca *et all* , 2019) , which explains that job satisfaction has a significant influence on employee performance.

CLOSING

Based on the results of research that has been carried out, the conclusions in this research are as follows (1) Communication has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by "Always be open with superiors and colleagues if you face problems at work" explaining that employees must always be open if there are problems at work so that unwanted mistakes do not occur. (2) Motivation has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by "The company believes that every employee who has the potential can help achieve the goals that have been set" explaining that employees who have the potential are motivated to achieve the goals that have been set because they have been entrusted to them by the company. (3) Work discipline has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by "Employees are always orderly in obeying them at all times at work" explaining that the aim of work discipline is to make the work system in the company more effective and tidy. And (4) Job satisfaction has a positive and significant influence on employee performance at PT. Independent Bright Star. This is supported by "Employees feel that co-workers can support each other in resolving problems at work" which explains that having co-workers can help alleviate problems at work and also support each other in resolving problems at work so that a sense of satisfaction arises because there is a good working relationship. very good between colleagues.

Based on the results of research that has been carried out, there are several limitations in this research, including: (1) The number of samples is limited, less than 50 people.

The suggestions that the author can convey are as follows : (1) Suggestions for companies (a) It would be better if the leadership at PT. Bintang Terang Mandiri to build better communication at work, both between leaders and subordinates and between colleagues in completing work, so as to increase employee motivation at work. (b) To management at PT. Bintang Terang Mandiri is also expected to increase employee discipline at work and provide attention to employees to increase satisfaction at work (2) Suggestions for academics (a) It is hoped that other researchers can develop this research by adding other variables or expanding the sample to add employee performance PT. Bintang Terang Mandiri so that work activities can run more smoothly in the future.

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