

THE EFFECT OF COMMUNICATION, WORK DISCIPLINE AND INNOVATIVE WORK BEHAVIOR ON EMPLOYEE PERFORMANCE AT PT. MEGA FINANCE PEKANBARU**Grys Sela¹, Astri Ayu Purwati^{2*}, Muhammad Luthfi Hamzah³, Amirudin M Amin⁴, Ermina Rusilawati⁵**Pelita Indonesia Institute of Business and Technology^{1,2,4,5}Sultan Syarif Kasim State Islamic University, Riau³Email: gryshellaja@gmail.com, astri.ayu@lecturer.pelitaindonesia.ac.id*

*correspondence author

ABSTRACT

This study aims to determine the effect of communication, work discipline and innovative work behavior on employee performance at PT. Mega Finance Pekanbaru. The population in this study were employees at PT. Mega Finance Pekanbaru with a total of 30 employees. Thus, the number of samples in this study was 30 respondents. The analysis method in this study was multiple linear regression analysis using IBM SPSS19 software. The results of the study obtained Communication, has 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 cannot be separated from human resources. Therefore, the company must pay attention to what factors can improve employee performance, so that employees can work optimally.

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

INTRODUCTION

The development of technology is very sophisticated in this era of modernization. The business world is very competitive. So all companies have the best competitiveness that can be developed. Current and future goals that they want to achieve. Each company must be able to manage the resources owned by each company and allow 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. Human resources if they can be managed well, they are able to increase the effectiveness and efficiency of the company to the maximum. Many problems that are being faced or will be faced at this time require companies to get solutions related to existing problems with the existence of human resources in a company, it cannot be denied that the workforce is the most important element that is needed by a company. The biggest threat and challenge for workers who are not ready for financial security in facing the challenges and changes that occur around them. All businesses are basically used as a means of gathering and working together systematically and in a planned manner while using resource facilities, infrastructure, data and so on to achieve common goals.

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

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

No	Year	Target	Realization	Fulfilled
1.	2017	Rp. 100 Million	Rp. 138,500,000	138.5%
2.	2018	Rp. 100 Million	Rp. 250,450,000	250.45%
3.	2019	Rp. 100 Million	Rp. 159,000,000	159%
4.	2020	Rp. 100 Million	Rp. 237,000,000	237%
5.	2021	Rp. 100 Million	Rp. 305,550,000	305.55%

Source: PT. Mega Finance Pekanbaru

Table 1 above explains the leasing turnover of PT. Mega Fiance Pekanbaru for 5 years, where the company sets a target of 100 million each year as a target for achieving employee performance at PT. Mega Finance Pekanbaru. Each division in PT. Mega Fiance Pekanbaru has different sales targets. In 2017-2021, the realization has exceeded the target set by the company, which is 100 million. However, every year there are ups and downs in its realization in 2021, it increased 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 influences 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 sciences. Where social scientists generally conduct research with a communication approach that focuses on human activities 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 influence on employee performance, while the results of research conducted by (Jajuk Herawati, Epsilandri Septyarini, 2022) which states that communication does not have a positive and insignificant effect on employee performance.

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

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

LITERATURE REVIEW

Employee performance

Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Sutedjo & Mangkunegara, 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, without 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 determining factors for the success of a company or organization in achieving its goals. For this reason, employee performance must receive attention from company leaders, because declining employee performance can affect the company's overall performance. Indicators used to measure employee performance include: (1) Quality, (2) Quantity, (3) Creativity, (4) Knowledge and (5) Work period.

Communication

Communication is closely related to organizational management in creating a consistent work pattern towards 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 communication between superiors and subordinates is 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 without providing clear and complete information so that it is related to the attitudes of these employees. With the ineffectiveness of organizational communication carried out both 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 the communicant or the sender of a message from one party to another to gain mutual understanding. According to (Rialmi & Morsen, 2020) Meanwhile, according to (Wandi et al., 2019) Communication is the process of sending and receiving messages between two people or groups with people with some effects and some immediate feedback. According to the opinion above, 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 their jobs. A person's discipline can emerge when an employee can respect the rules. The purpose of this discipline itself is to be able to maintain themselves against company regulations and can affect employee performance. Discipline also makes employees much more confident and changes employee performance to improve, but if an employee's discipline is lacking, then automatically employee performance will also decrease, and discipline is also often ignored by an employee. Basically, employee discipline is one of the factors that makes changes, both for themselves and others. Work discipline is an employee's attitude that reflects respect and obedience to the regulations or provisions of the organization or company, which is in an employee, which causes the employee to be able to voluntarily adjust to the regulations and provisions of the organization or company (Harahap & Tirtayasa, 2020). Work discipline is

also defined as a level of compliance or obedience to applicable rules and being ready to accept the consequences if they violate the rules. 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 regulations that have been set in an organization or company.

The indicators of employee work discipline are: (1) Coming to work on time, (2) Using time effectively, (3) Never being absent/not working, and (4) Complying with all organizational or company regulations.

Innovative Work Behavior

In this digital era, innovation and creativity levels are needed from every member of the organization. Innovation theory often emphasizes that innovation is broader than creativity and includes the implementation of 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 behaviors needed to implement these ideas. The end of the process of developing innovative work behavior is to improve individual and organizational performance.(Anjar et al., 2020)Another definition of innovative behavior is put forward by Kleysen and Street, namely 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 for work processes significantly. Innovation is considered as a way for organizations to develop innovative products and services to the community in order to remain competitive in their business environment. Currently, we live in a world that is increasingly simple, fast, big, clear, and good because of innovation. Innovation is considered as 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 the following indicators: (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

The Effect of Communication on Employee Performance

Communication is an activity or activity related between humans or between groups in an organization, with the aim of creating meaning and hope. Through this meaning and hope, a process is then arranged to achieve the desires and goals of all members of the organization. So 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, so it is necessary to form an effective communication system in the organization. If communication is effective, it can encourage work performance. Based on research conducted by concluded that communication has a positive and significant influence on improving employee performance. And based on research conducted by it can be concluded that communication has a positive and significant influence on employee performance.

H1: Communication has a significant positive effect on employee performance.

The Effect of Work Discipline on Employee Performance

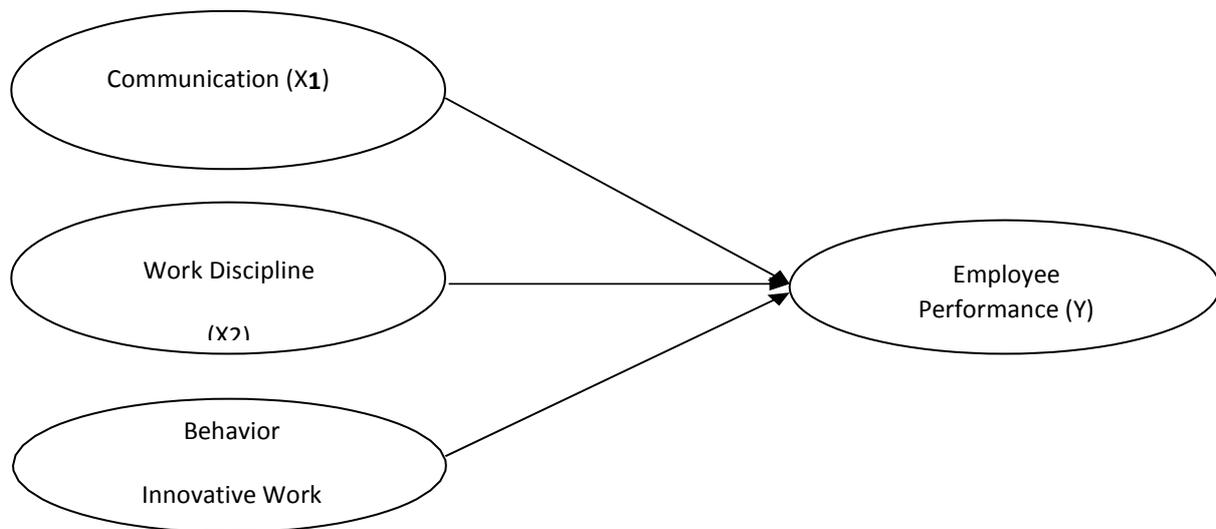
According to the definition "Work discipline is the behavior of an individual in accordance with existing regulations, agreed work procedures or attitudes and behaviors and actions in accordance with the regulations of the organization, both written and unwritten. Based on research conducted by it can 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 significant positive effect on Employee Performance

The Effect of Innovative Work Behavior on Employee Performance

Innovative behavior from employees is very much needed by every company. Employees who have innovative behavior, they can create or combine creative ideas into something new and have the courage to develop the idea in the company. Innovation is essentially an idea that comes from an individual, and the individual is the initiator and implementer of innovative ideas. Based on research conducted by it can be concluded that there is a significant positive influence 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 significant positive effect on Employee Performance.



Source: Processed Data (2022)

Figure 1. Framework of Thought

RESEARCH METHODOLOGY

Population and Sample

Population is a generalization area consisting of objects/subjects that have certain qualities or characteristics determined by the researcher to be studied and then conclusions drawn. (Sugiyono 2011). The population in this study were employees at PT. Mega Finance Pekanbaru with a total of 30 employees. According to The Greatest Showman (2011), the sample is part of the number and characteristics possessed by the population. The sample used in this study were 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, which is 30 employees.

Operationalization of Research Variables

A research variable is something in any form that is determined by a researcher to be studied so that information about it can be obtained, and then conclusions can be drawn. (The Greatest Showman (2011)).

Table 2. Operational Variables

No.	Research Variables	Indicator	Source	Scale
1	Communication (X1)	<ol style="list-style-type: none"> 1. Openness (Openes) 2. Empathy 3. Support 4. Positive Feeling (Positiveness) 5. Knowledge 6. Skills 7. Attitude 	(Fregrace Meissy Purnawijaya, 2019)	Interval
2	Work Discipline (X2)	<ol style="list-style-type: none"> 1. Punctuality. 2. Effectiveness and Efficiency. 3. Not Absent. 4. Comply with existing regulations. 	(Harahap & Tirtayasa, 2020)	Interval

The Effect of Communication, Work Discipline and Innovative Work Behavior on Employee Performance at PT. Mega Finance Pekanbaru (Grys Sela, Astri Ayu Purwati, Muhammad Luthfi Hamzah, Amirudin M Amin, dan Ermina Rusilawati)

No.	Research Variables	Indicator	Source	Scale
3	Innovative Work Behavior (X3)	1. Exploratory Thinking. 2. Sustainable Thinking. 3. Successful Thinking. 4. Implementation of Thought.	(Elshifa et al., 2019)	Interval
4	Employee Performance (Y)	1. Quality 2. Quantity 3. Creativity 4. Knowledge 5. Cooperation	(Subroto, 2018)	Interval

Source: Processed Data (2022)

Data Analysis Techniques

Descriptive Analysis

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

Normality Test

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 whether or not there is data normality, a graph can be used. Normal P-Plot of Regression Stand. In the normal P-Plot, data is said to be normal if there is a distribution of points around the diagonal line and the distribution follows the direction of the diagonal line. If the data is spread around the normal line and follows the direction of the normal line, then the regression model meets 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 graph PP Plot of Regression standardized residual or with the one-sample Kolmogorov Smirnov test.

Partial Test (T-Test)

This significance test (t-test) was 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	Information
Communication	X1.1	0.685	Valid
	X1.2	0.494	Valid
	X1.3	0.514	Valid
	X1.4	0.454	Valid
	X1.5	0.308	Valid
	X1.6	0.563	Valid
	X1.7	0.368	Valid
Work Discipline	X2.1	0.439	Valid
	X2.2	0.359	Valid
	X2.3	0.579	Valid
	X2.4	0.552	Valid

Variables	Indicator	Validity	Information
Innovative Work Behavior	X3.1	0.488	Valid
	X3.2	0.622	Valid
	X3.3	0.505	Valid
	X3.4	0.409	Valid
Employee performance	X3.1	0.325	Valid
	X3.2	0.623	Valid
	X3.3	0.301	Valid
	X3.4	0.773	Valid
	X3.5	0.408	Valid

Source: SPSS Processed Data, (2023)

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

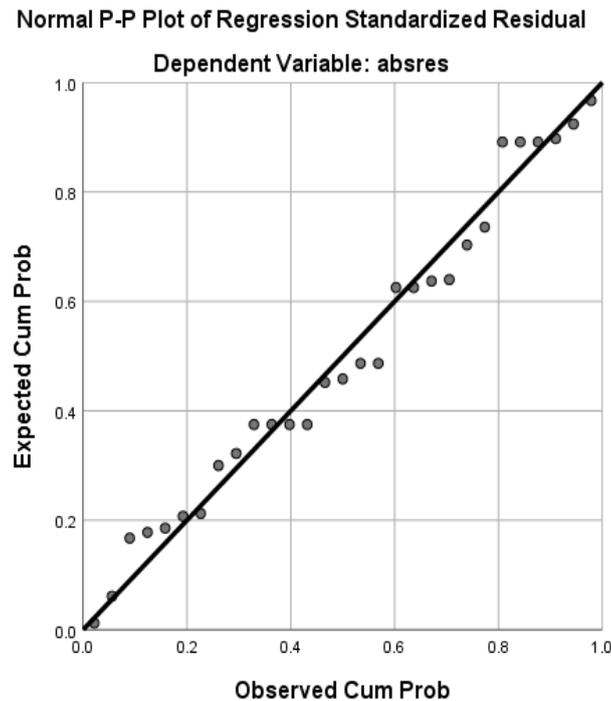
Table 4. Reliability Test

Variables	Cronbach's Alpha	information
Communication	0.772	Reliable
Work Discipline	0.714	Reliable
Innovative Work Behavior	0.716	Reliable
Employee performance	0.817	Reliable

Based on table 4 above, it shows that all items for the variables Communication (X1), Work Discipline (X2), Innovative Work Behavior (X3), and Employee Performance (Y) have a Cronbach Alpha value greater than 0.6. Thus, all items in 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 distribution of points around the diagonal line and the distribution follows the diagonal line. If the data is spread around the normal line and follows the normal line, then the regression model meets the normality assumption.



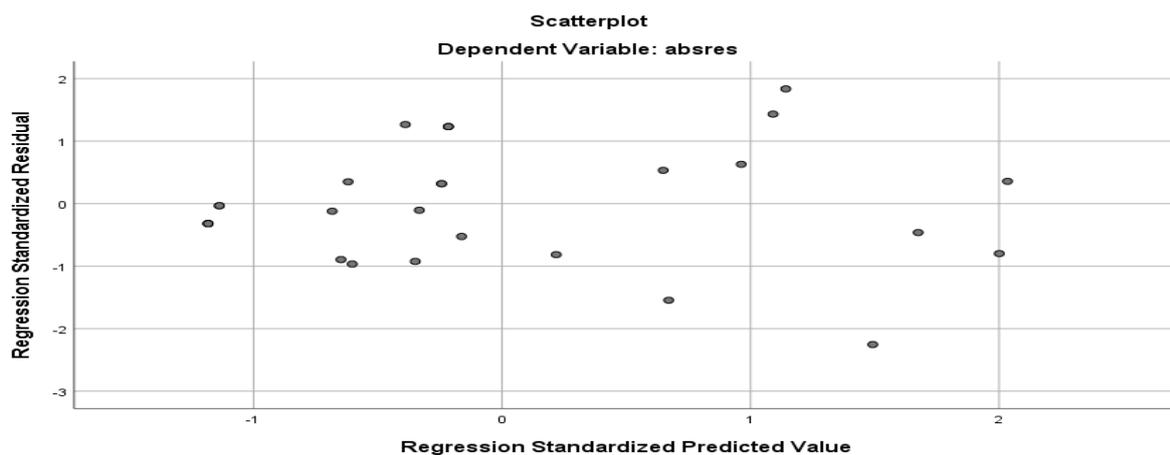
Source: SPSS Processed Data, (2023)

Figure 2 Normality Test Results

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

Heteroscedasticity Test

The purpose of this test is to test whether in the regression model there is inequality of variance from the residuals of one observation to another. If the variance from the residuals of one observation to another remains, then it can be called homoscedasticity and if it is different it is called heteroscedasticity. To find out whether or not there is heteroscedasticity is by looking at the plot graph between the predicted values of the dependent variable and its residuals.



Source: SPSS Processed Data, (2023)

Figure 3. Heteroscedasticity Test

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

Multicollinearity Test

Multicollinearity test is conducted 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 can be seen by looking at the tolerance value and variance inflation factor (VIF) value. Tolerance value > 0.1 and VIF < 10 then there is no multicollinearity. If the Tolerance value < 0.1 and VIF value > 10 indicates the presence of multicollinearity symptoms in the regression model.

Table 5. Multicollinearity Test Results

No	Variables	VIF	Information
1	Communication	1,610	There is no multicollinearity
2	Work Discipline	1,100	There is no multicollinearity
3	Innovative Work Behavior	1,642	There is no multicollinearity

Source: SPSS Processed Data, (2023)

Based on table 6. For the multicollinearity test, it shows that all independent variables have a VIF of less than 10 (< 10). So it can be concluded that the research variables do not experience symptoms of multicollinearity.

Coefficient of Determination Test (R²)

This test is to show the degree of relationship between the variables of Communication, Work Discipline, Innovative Work Behavior on Employee Performance Interest. The results of this determinant are shown to describe 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 Interest	0.475	Strong

Source: SPSS Processed Data, (2023)

From table 7, 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 independent variables (X) partially having a real or insignificant effect on the dependent variable (Y). The degree of significance used is 0.05.

Table 7. Path Coefficients

Model	T	Sig.	Note
Communication-> Employee Performance	0.028	0.324	Positive Insignificant Effect
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)

The Effect of Communication, Work Discipline and Innovative Work Behavior on Employee Performance at PT. Mega Finance Pekanbaru (Grys Sela, Astri Ayu Purwati, Muhammad Luthfi Hamzah, Amirudin M Amin, dan Ermina Rusilawati)

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

Based on the processing results obtained from the calculated 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 but 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, 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, the calculated t value ($0.760 > t$ table (2.042) was obtained with a significant value of $0.000 < 0.05$ so that the third hypothesis was accepted, this means that innovative work behavior has a positive and significant effect on employee performance.

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

The results of the regression analysis and partial testing (t-test) on the Communication variable indicate that the Communication variable has a positive but insignificant effect because this communication variable is no longer the main factor as a determinant of performance because the majority of respondents here are men (76%) and are married (57%) so they are mature and adult so that automatically the communication they have is also good. Therefore, the communication variable is not the main factor in the success of employee performance.

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

The results of this study are not in line with research conducted by (Dewi, 2021) Which shows that there is a significant positive influence of Communication given to employee performance. Where both of these studies have a significant influence, 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 increasing or decreasing employee performance significantly.

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

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

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

The research results are in line with research that has been conducted by (Syafarina, 2017) 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 the regression analysis and partial testing (t-test) on the Innovative Work Behavior variable indicate that the Innovative Work Behavior variable has a positive and significant effect. From the results of the 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 the way of thinking of employees is good and has creativity so that they can find new innovations that can advance the company. This can also be seen in the characteristics of respondents based on the length of service, the majority of whom have worked <2 years. Therefore, many new employees will start their careers in this company so 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 (Diamond & Arsanti, 2018) which states that Innovative Work Behavior has a positive effect on employee performance. Where both of these studies can be stated that 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.

CLOSING

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 have good direction through communication between employees and create a good working atmosphere so that employee performance can increase. Based on partial testing, it has a positive but 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 in working so that they can be more organized in attendance levels so that employee performance will increase. Based on partial testing, the results of the study prove that the Work Discipline variable has a positive but 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 creative and innovative ideas and the company must be able to realize all ideas that can help improve employee performance. Based on the partial test results, the research results prove that the Innovative Work Behavior variable has a positive but insignificant effect on employee performance variables at PT. Mega Finance Pekanbaru. (4) The achievement of the goals set by the company cannot be separated 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 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 conducted, the researcher believes that in this study there are still weaknesses and shortcomings, including insignificant results on communication variables on employee performance. The cause of the insignificant communication variable on performance is the lack of support between co-workers based on the descriptive analysis of the statement "employees are able to support fellow co-workers" at the lowest. 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 year age category do not rule out the possibility of competition in pursuing the targets of each employee.

Based on the conclusions obtained, the suggestions that can be given by the Academic are as follows: (1) For further researchers, this researcher 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 a reference material by other parties or other researchers or further researchers who will conduct research with the same problems in the future.

Based on the conclusions obtained, the suggestions that can be given for the Company Based on the conclusions obtained, the suggestions that can be given for practice are as follows: 1. From the results of the study it is known that the Communication variable has a positive but insignificant effect on employee performance. Therefore, the company must be able to create a comfortable working atmosphere through better and more positive communication. 2. From the results of the study it has been known that the Work Discipline variable has a positive and significant effect on employee performance. Thus, each 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 the study it 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 it can 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 motivated to create interesting work results. 4. For the company, 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 dan Kasus-kasus Pilihan. In CAPS Yogyakarta (Ed.), *CAPS (Center For Academic Publishing Service)* (cetakan 2).
- Amrullah Rasyid, Hazairin Habe, J. (2022). *Disiplin Dan Tunjangan Kerja Terhadap Kinerja Pegawai*.
- Anjar, A., Siregar, M., Toni, Ritonga, M. K., Harahap, H. S., & Siregar, Z. A. (2020). Pengaruh Perilaku Inovatif Terhadap Kinerja Kepala Sekolah Dasar di Kabupaten Labuhanbatu. *Jurnal Education and Development Institut Pendidikan Tapanuli Selatan*, 8(3), 26–32.
- Berliana, V., & Arsanti, T. A. (2018). Analisis Pengaruh Self-efficacy, Kapabilitas, dan Perilaku Kerja Inovatif terhadap Kinerja. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 7(2), 149. <https://doi.org/10.30588/jmp.v7i2.364>
- Dewi, R. V. K. (2021). (2021). Pengaruh Komunikasi Terhadap Kinerja Karyawan Pada PT Indosurya Kencana di Bekasi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(2), 164–171.
- Elshifa, A., Anjarini, A. D., & Kharis, A. J. (2019). Pengaruh Quality of Work Life dan Penggunaan Teknologi Informasi terhadap Perilaku Kerja Inovatif Dosen yang dimediasi Komitmen Organisasi. *Economicus*, 13(2), 189–200.
- Fadillah, A. O. (2020). (2020). *Hubungan Antara Modal Sosial Dengan Perilaku Inovatif Pada Karyawan Pt. Suvenir X*. 1–12.
- Fregrace Meissy Purnawijaya. (2019). Pengaruh Disiplin Kerja Dan Fasilitas Kerja Terhadap Kinerja Karyawan Pada Kedai 27 Di Surabaya. *Journal Article*.
- Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120–135. <https://doi.org/10.30596/maneggio.v3i1.4866>
- Jajuk Herawati, Epsilandri Septyarini, D. P. (2022). *Pengaruh Komunikasi, Motivasi dan Reward terhadap Kinerja Karyawan PT. Wika Daerah Cilacap*. 4(5), 818–829.
- Jasman Saripuddin Hasibuan, B. S. (2020). Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan. *Inovator*, 9(1), 23. <https://doi.org/10.32832/inovator.v9i1.3014>
- Muhammad, A. M., Trang, I., & Saerang, R. T. (2022). Penempatan, Komunikasi Dan Disiplin Pengaruhnya Terhadap Produktivitas Kerja Karyawan Pada Seluruh Holland Bakery Cabang Kota Manado Placement, Communication and Discipline Effect on Employee Work Productivity in All Holland Bakery Manado City Branch. *Jurnal EMBA*, 10(1), 735–744.
- Nurul Hikmah, H. S. (2018). Pengaruh Komitmen Organisasi, Self Efficacy, Dan Organizational Citizenshipbehavior (Ocb) Terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan Tetap Susan Spa & Resort Bandungan). *Diponegoro Journal Of Social And Politic Tahun*, 1–8. <http://ejournal-s1.undip.ac.id/index.php/>
- Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, 9(01), 19–27. <https://doi.org/10.33221/jikm.v9i01.473>
- Rialmi, Z., & Morsen, M. (2020). Pengaruh Komunikasi Terhadap Kinerja Karyawan PT Utama Metal Abadi. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(2), 221. <https://doi.org/10.32493/jjsdm.v3i2.3940>
- Santoso, D., & Nugraheni, D. (2022). *Peran iklim organisasi, kepemimpinan transformasional, knowledge sharing dan employee engagement bagi peningkatan perilaku kerja inovatif*. 15(2), 118–132.
- Subroto, S. (2018). Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan. *Optimal: Jurnal Ekonomi Dan Kewirausahaan*, 12(1), 18–33. <https://doi.org/10.33558/optimal.v12i1.1544>
- Sugiyono. (2011). *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (Bandung: Afabeda (ed.)).
- Sutedjo, A. S., & Mangkunegra, A. P. (2018). Pengaruh Kompetensi dan Motivasi Kerja terhadap Kinerja

- Karyawan di PT. Inti Kebun Sejahtera. *BISMA (Bisnis Dan Manajemen)*, 5(2), 120. <https://doi.org/10.26740/bisma.v5n2.p120-129>
- Syafriana, N. (2017). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Suka Fajar Pekanbaru. *Eko Dan Bisnis: 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). Pengaruh Komunikasi Terhadap Kinerja Pegawai Pada Badan Penanggulangan Bencana Daerah (BPBD) Provinsi Banten. *Jurnal Ekonomi Vokasi*, 2(2), 18–30, ISSN:1098-6596.