

# **The Effect of Communication on Administrative Employee Performance Through Discipline as an Intervening Variable**

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**Abstract.** Employee performance in an organization must always receive leadership's attention. Employee performance is an indicator of the organization's overall performance. The research aims to determine and analyze the influence of communication on employee performance, with discipline as an intervening variable, at RSD Soebandi. The population in this study was the administrative staff at RSD. Soebandi has 123 people. The sampling technique used was saturated sampling (census). The data analysis used is descriptive, along with construct validity and reliability tests and direct influence tests. The research results show that communication has a positive but non-significant effect on employee performance at RSD Dr Soebandi. Communication has a positive but not significant impact on work discipline at RSD, Dr Soebandi. Work discipline has a positive and significant effect on employee performance at RSD Dr Soebandi.

**Keywords:** Communication, Work Discipline, Employee Performance; Hospital.

## **1. Introduction**

Every organization or company needs resources to achieve its goals. Resources in this case are sources of energy, power, and strength required to create power, movement, activity, and action. Human resource management (HR) is a field of management that studies explicitly human relationships and roles in an organization [1]. HR management is a field of management that studies human relationships and roles explicitly in an organization. Human resource development aims to ensure that the organization has quality people to achieve organizational goals of improving performance and growth.

Employee performance is the extent to which employees provide services to the company, including the number, weight, duration, presence in the work area, and level of cooperation. Performance is basically what employees do or do not do. A good organization strives to improve the quality of its human resources an essential factor in enhancing employee

performance. [2]. According to [3], performance is the work result achieved by an individual in carrying out the tasks assigned to him, based on skill, experience, and sincerity within a given time. The definition of performance can also be interpreted as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. [4]. Furthermore, [5] stated that employee performance is a measure of the extent to which an employee is successful in carrying out the work tasks assigned to him by his superiors. Performance can improve for several reasons. Factors thought to improve performance include effective communication and employee work discipline within an organization.

One factor that influences performance is communication. Communication in an agency or company plays a vital role. The communication relationship between employees and the company must continue to run smoothly to avoid miscommunication. Communication is essential to support success, both by improving organizational performance and by adapting the organization to changes in the business environment, enabling it to survive and even achieve a competitive advantage. Communication binds the organization's unity. Communication also helps members in a company achieve individual and organizational goals. Communication can also respond to and implement changes within an organization. Communication can also coordinate organizational activities and play a role in almost all relevant organizational actions. According to the paradigm [6], communication is the process by which a communicator conveys messages to a communicant through media that produce specific effects. Communication is the act of transferring information, either verbally or in writing. Communication within an agency or company also has a vital role. The communication relationship between employees and the company must continue to run smoothly to avoid miscommunication. Communication within an organization must run smoothly so that the information conveyed reaches the users or other parties who need it. If communication within the company runs well, all work can be completed, ensuring performance is also complete. Research on the impact of communication on performance was conducted by [7], [8], [9], [10], [11], [12]. Meanwhile, [13] and [14] report that communication has no impact on performance.

The communication relationship between employees and the company must continue to run smoothly to avoid miscommunication. Good communication can improve employee discipline. According to [15], a person has needs related to the place and atmosphere of the environment in which he works; a good workplace is characterized by effective organizational communication. Communication between employees has been running well and is conducive, as seen from the existence of good working relationships between fellow employees, where there is a feeling of mutual support in work, so that employees are diligent and diligent in their work, resulting in employee discipline, especially in terms of absenteeism and completion of tasks, being on time. Research on the effect of good communication on employee work discipline was conducted by [16], [17], [18], [19], [20], [21], [22], [23].

The next factor, which is also thought to influence performance, is work discipline. One factor that is very influential in human resources is the discipline factor. Work discipline can be seen as having significant benefits for both the company and employees. For companies, maintaining work discipline ensures order and the smooth execution of tasks, resulting in optimal results and the achievement of company targets. And employees will enjoy a pleasant working atmosphere, which will increase their enthusiasm for their work. The definition of discipline at work can be interpreted as a method managers use to communicate with employees, encouraging them to change behavior to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. [24]. Work discipline is essential for organizational growth, as it motivates employees to comply and carry out work both individually and in groups. There are several indicators of discipline, including: employee attendance (the presence of employees in an organization), attitudes and behaviors aimed at adapting to the organization where employees work, and the responsibilities assigned to employees' duties within an organization. By implementing work discipline using existing indicators, all assigned tasks will be completed in full and on time. In this way, performance will also increase. Research stating that discipline has an impact on employee performance was carried out by: [25]-[53].

Regional Hospital Dr. Soebandi Jember is one of the government-managed hospitals operating in Jember Regency. In the implementation of hospital activities, there are always performance outcomes that do not align with the planned outcomes. Based on hospital data, in 2020, the performance of administrative staff was 100% in the good category. In 2021, the performance achievements of administrative staff will decrease to 96% in the good category. Meanwhile, in 2022, the performance of administrative staff will reach 94%. Based on the explanation above, the performance achievements of administrative staff at RSD are shown. Soebandi is unstable every year. Based on previous research, there are still differences between researchers regarding the influence of communication variables on employee performance. Based on this, it is appropriate to carry out this research to determine the impact of communication on employee discipline and performance at RSD Dr. Soebandi Jember.

## 2. Literature Review

### Communication

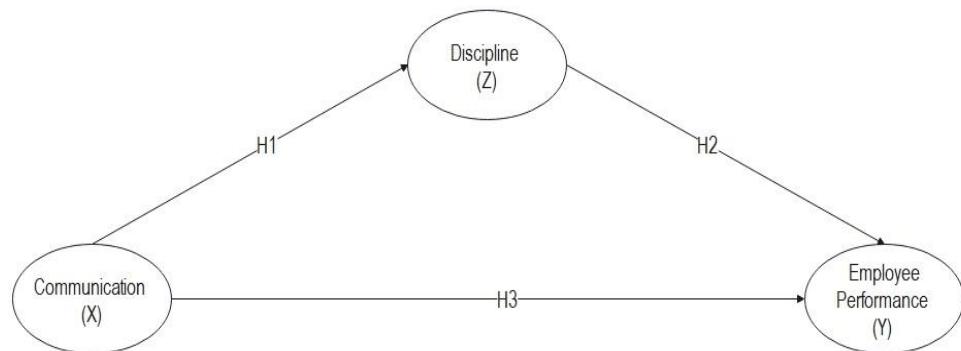
According to the paradigm [6], communication is the process by which a communicator conveys messages to a communicant through media that produce specific effects. Communication is the act of transferring information, either verbally or in writing. Communication within an agency or company also has a vital role. The communication relationship between employees and the company must continue to run smoothly to avoid miscommunication. The definition of communication is any activity that causes other people to interpret an idea, primarily what is intended by the speaker or writer [54]. Through communication, employees and leaders can interact effectively to solve problems within a company or organization. Therefore, there must be good communication between individuals in an organization.

## Employee Work Discipline

According to [16], work discipline is an action aimed at appreciating, respecting, and complying with the regulations that apply within the company. Company regulations can usually be written or unwritten. Written and unwritten rules generally enable employees to comply and avoid sanctions if they violate the duties and authority given to them.

## Employee Performance

The definition of employee performance is a person's characteristics, such as talent or ability, but it is the manifestation of those characteristics [55]. This opinion shows that performance is a manifestation of ability in real work. According to [56], performance is what employees in a company or organization do or do not do. Thus, employee performance is the level at which employees complete work in accordance with the requirements set by an organization



**Figure 1.** Conceptual Framework

## Research Hypothesis

1. Communication (X) positively affects hospital employees' work discipline (Z).
2. Work discipline (Z) positively affects hospital employees' performance (Y).
3. Communication (X) has a positive impact on hospital employees' performance (Y).

## 3. Research Method

This research is analytical research with an observational approach. Given the timing of the research, it is a cross-sectional study because it was conducted at a single point in time among employees of RSD Dr. Soebandi. This study uses a quantitative approach. The population in this study was the administrative staff at RSD. Soebandi has 123 people. The sampling technique used in this research is census sampling, also known as total sampling. Panel research

variables can be identified as exogenous variables (X), including communication (X), intervening variables, namely work discipline (Z), and endogenous variables, namely employee performance (Y). Validity and hypothesis testing were conducted directly in this research to answer the research objectives.

#### 4. Result and Discussion

##### Validity Test Results

The data validity test assesses whether the questionnaire questions are easy for respondents to understand [57]. The results of the validity test in this research are presented in Table 1 below.

**Table 1.** Validity Test Results

Research Variable	Indicator of Variable	Validity Test Value Results
Communication (X)	X1.	0,919
	X2	0,942
	X3	0,937
	X4	0,907
	X5	0,919
Work Discipline (Z)	Z <sub>1</sub>	0,883
	Z <sub>2</sub>	0,879
	Z <sub>3</sub>	0,889
	Z <sub>4</sub>	0,887
	Z <sub>5</sub>	0,886
	Z <sub>6</sub>	0,885
	Z <sub>7</sub>	0,834
	Z <sub>8</sub>	0,908
Employee Performance (Y)	Y <sub>1</sub>	0,901
	Y <sub>2</sub>	0,889
	Y <sub>3</sub>	0,904
	Y <sub>4</sub>	0,879
	Y <sub>5</sub>	0,913
	Y <sub>6</sub>	0,878
	Y <sub>7</sub>	0,880
	Y <sub>8</sub>	0,907
	Y <sub>9</sub>	0,867

Based on the results presented in Table 1, the data validity test indicates that all loading factor values in this study are above 0.7. Thus, all variables meet the construct validity test.

##### Reliability Test Results

For the measuring instrument to be reliable (i.e., the questionnaire is relatively consistent), a construct reliability test is necessary. There are three variables whose reliability must be tested. A construct in a variable is considered reliable if Cronbach's alpha is above 0.6. The results of the Cronbach's alpha calculation are shown in Table 3.

**Table 3.** Reliability Test Results

No	Research Variable	Cronbach Alpha	Results
1.	Communication (X)	0,958	Reliable
2.	Work Discipline (Z)	0,959	Reliable
3	Employee Performance (Y)	0,972	Reliable

Based on the data reliability test results presented in Table 2, all variables in this study meet the requirements for a construct reliability test. The reliability indicator is determined by Cronbach's alpha, which should be above 0.6. The Cronbach's alpha values for each variable (communication, work discipline, and employee performance) are all above 0.6, indicating they are reliable.

### Direct Hypothesis Test Results

This research has three types of variables: the independent variable (communication), the intervening variable (work discipline), and the dependent variable (employee performance). To determine the impact of the independent variable on the intervening variable and the dependent variable, it is necessary to test it using hypothesis testing. The results of the direct influence test are presented in Table 3 below.

**Table 3.** Hypothesis Test Results

Research Hypothesis	Coefficient Value	P-value	Results
Communication → Work Discipline	0,073	0,206	H1 Rejected
Work Discipline → Employee Performance	0,319	<0,001	H2 Accepted
Communication → Employee Performance	0,075	0,199	H3 Rejected

### Discussion

#### The Influence of Communication on Work Discipline

The research results show that communication does not significantly influence work discipline. The hypothesis that communication has a positive and significant effect on employee work discipline is not supported, and H1 is accepted. This means that communication at RSD Dr

Soebandi is not considered a factor that determines employee work discipline. The insignificant findings could be due to ineffective communication at RSD, Dr Seobandi, both from management and fellow administrative staff. Apart from that, work discipline is a form of work behavior that is more individual in nature, meaning that an employee's traits and characteristics determine whether they will be disciplined. Communication is the process of selecting and sending symbols in such a way as to help the listener generate a response of thoughts similar to those intended by the communicator. This research is not in line with previous research, which found that communication influences discipline [16]; [17]; [18]; [19]; [20]; [21]; [22]; [23]. Good discipline is formed from good communication from someone [54].

### **The Effect of Communication on Employee Performance**

The research results show that communication does not significantly influence employee performance. The hypothesis that it has a positive and significant effect on employee performance is not supported, and H2 is rejected. This means that the communication aspect of the administrative staff at RSD Dr Seobandi is not considered a factor in determining employee performance. The findings of this research provide evidence that the communication aspect is not optimal or effective in encouraging increased employee performance. Communication is the exchange of information between the sender and receiver, and concluding is the perception of meaning by the individuals involved. It is also described as the interpersonal exchange of information [58]. It is also said that communication is the process of sending and receiving symbols with attached meanings [59]. The very high demands of organizational needs require organizational resilience in bridging various problems, both internal and external. The organization's resilience is largely determined by effective communication among stakeholders and members. This is due to the organization's efforts to carry out all organizational activities to achieve its mission and goals. This research aligns with studies that find that communication has no impact on employee performance [13], [14]. This research is not in line with research that finds that communication affects performance [9]-[12].

### **The Effect of Work Discipline on Employee Performance**

The research results show that work discipline significantly influences employee performance. The hypothesis that work discipline has a positive and significant effect on employee performance is supported, and H3 is accepted. This means that the better the work discipline of the administrative staff at RSD Dr Seobandi, the better the employee performance will be. Work discipline is a concept defined as attitudes and service behaviors that are obedient and orderly in accordance with established work rules. [55]. Employee discipline is an integral part of the entire employee process and is the basis for leadership consideration in determining salaries, wages, incentives, and other remuneration. This research is in line with research that states that work discipline has an impact on performance [25]-[36].

## 5. Conclusion

The results of this research provide the following conclusion: communication between employees and leaders at RSD. Soebandi Jember does not affect employee work discipline or performance. Thus, hospital leaders must establish a policy requiring training on communication for hospital employees and employee discipline at RSD. Soebandi Jember has a positive impact on employee performance. Thus, the level of discipline among these employees needs to be maintained and, if possible, increased, as it has been shown to improve employee performance. Suggestions based on this research include conducting training on communication among hospital employees to improve employee discipline and performance.

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