

THE INFLUENCE OF COMMUNICATION, WORK DISCIPLINE, AND CULTURE ORGANIZATION ON THE PERFORMANCE OF THE STATE CIVIL APPARATUS REGIONAL PERSONNEL AGENCY CENTRAL SULAWESI PROVINCE

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ABSTRACT

This research reveals the influence of Communication, Work Discipline and Organizational Culture On the Performance of the State Civil Apparatus, Central Sulawesi Provincial Civil Service Agency. The goal to be achieved in this research is to measure the magnitude of the contribution of Communication, Work Discipline and Culture Organization on the Performance of State Civil Apparatus, Central Sulawesi Province Regional Civil Service Agency. The method used by researchers was verification using questionnaires for 42 respondents. Results This research proves that looking at the relationship between the three independent variables Communication, Work Discipline and Organizational Culture on the Performance of State Civil Apparatus at the Provincial Regional Civil Service Agency Central Sulawesi is 0.918, meaning the relationship between the independent variable and the dependent variable (dependent) is very strong. R Square or coefficient of determination (R²) is to look at the influence between Communication variables, work discipline and organizational culture on the performance of state civil servants Central Sulawesi Province Regional Personnel is 0.842 or 84.2%, meaning the influence of the independent variable (independent) of the dependent variable is 84.2% while the remaining 15.8% is the influence other variables not examined in this study.

Keywords: Communication, Work Discipline Organizational Culture and performance.

INTRODUCTION

Human resources (*man*) are one of the employee abilities so that they can always be in line components in an organization apart from with the development of their main tasks and *machines, money, materials, methods, and* functions in completing the work they carry out. *markets*. Organizations need human resources in Performance according to Mangkunegara this case, namely employees who have high *job* (2005; 67) is the result of work in terms of quality *performance*. Where high or good employee and quantity achieved by an employee in carrying performance can be used as a basic factor in out his duties in accordance with the measuring the success of an organization in responsibilities given to him. Performance is a achieving its goals. Currently, the quality of function of motivation and ability. Employee performance of the Civil Service in Indonesia performance is very important in the company's cannot be said to be overall good. This occurs due efforts to achieve its goals. Higher performance to the lack of performance of employees/apparatus implies an increase in efficiency, effectiveness, or in carrying out their main duties and functions as higher quality of completing a series of tasks government officials. assigned to an employee in an organization or

The Regional Civil Service Agency of Central agency. Sulawesi Province is one of the government Apart from that, the existence of communication agencies whose aim is to realize the is something Which very important in Organizing. professionalism of regional government officials. Communication in an organization is really needed Therefore, it is necessary to make efforts to develop because studying communication is to improve the

organization. Apart from that, communication is very important for the progress of an organization, an organization can be said to be successful if the internal communication relationship is harmonious, communication is also very useful for the continuity of an organization, with this communication study the organization can manage the development of human resources, agencies and tasks. other.

To produce optimal performance, work discipline is also needed so that organizational goals can be achieved Suharsimi Arikunto (1980; 114), Discipline is a person's obedience in following rules or regulations because it is driven by the awareness that exists in his heart without any coercion from outside parties. Employees with high morale feel that they are included in the organization's goals and that their efforts are recognized and appreciated. Employees with high enthusiasm provide positive attitudes, such as loyalty, joy, cooperation, pride in the agency and obedience to obligations.

Apart from work discipline, a factor that is no less important is organizational culture. Organizational culture is about the subjective aspects of what happens within a company, referring to abstractions such as values and norms that encompass all or parts of a business. It may not be defined, discussed or even noticed. However, culture can have an influence on a person's behavior at work. Organizational culture is very necessary for every agency which needs to always be developed and adapted to changes in the organizational environment. The organizational environment consists of human resources with different backgrounds and levels. Thus, changes in organizational culture are carried out first through changing the mindset of all human resources in the organization.

The reality shows that so far state officials have not been able to demonstrate serious efforts to behave in a manner that is based on moral values and a responsible work culture of state officials. Today's government organizational culture is more characterized by an unhealthy organizational culture. Government organizations still suffer from a serious bureaucratic disease which is characterized by an emphasis on process rather than goals, authority is more important than service, form is more important than content, and tradition is more important than adaptability. This can be seen from various public complaints about bureaucratic services which make things more

difficult than easier. Changing negative perceptions of government bureaucratic services requires serious efforts to create a work culture that supports the productivity of state officials in providing the best services to the community. It takes time to get used to new thought patterns, taste patterns and action patterns that can produce state officials with noble character who uphold the values of trustworthiness, professionalism, enthusiasm, responsibility, creativity, discipline and caring. These various problems and obstacles made me as a researcher interested in researching research with the title "The Influence of Communication, Work Discipline and

Organizational Culture on the Performance of State Civil Servants at the Regional Civil Service

Agency of Central Sulawesi Province "

METHOD

The content of the study method is data collection techniques. This research is of the type of verification research, namely research that examines the influence between two or more variables . The sample in this study consisted of 42 respondents, namely the State Civil Apparatus of the Regional Civil Service Agency of Central Sulawesi Province. The technique used in this research is *Proportional Random Sampling* , namely from the population the number of samples is determined as the research object, sampling is carried out randomly for each employee so that all respondents have the same opportunity to be used as research samples . The analysis in this research is quantitative analysis in this research used to process the data in the form of numbers through a statistical formulation, namely multiple linear regression analysis

RESULTS AND DISCUSSION

From the test results using multiple linear regression above, a multiple regression equation can be prepared for the influence of communication, work discipline and organizational culture on the performance of the Central Sulawesi Province Regional Civil Service Agency's State Civil Apparatus, namely: $Y = 247 + (-049) X_1 + 571 X_2 + 429 X_3$

The equation above shows that the independent variables analyzed are variables (X_1 , X_2 , and X_3) that have an influence on the independent variable (Y).

- n the equation above it can be explained;
1. *constanta* value of 0.247 means that the performance of employees at the Regional Civil Service Agency of Central Sulawesi Province before the independent variable was introduced was 0.247.
 2. Communication (X1) with a regression coefficient of -0.049 means that there is a negative influence between communication and employee performance at the Regional Civil Service Agency of Central Sulawesi Province. This means that if there is poor communication at the Central Sulawesi Provincial Civil Service Agency Office, it will reduce the performance of employees at the Central Sulawesi Provincial Civil Service Agency.
 3. Work Discipline (X2) with a regression coefficient of 0.571 means that there is a positive influence between work discipline and employee performance at the Central Sulawesi Province Regional Civil Service Agency. This means that the better the discipline of employees at the Central Sulawesi Province Regional Civil Service Agency, the performance of employees at the Central Sulawesi Province Regional Personnel Agency will increase.
 4. Organizational culture (X₃) with a regression coefficient of 0.429 means that there is a positive influence between organizational culture and employee performance at the Central Sulawesi Province Regional Civil Service Agency. This means that the better the implementation of organizational culture in the Regional Civil Service Agency of Central Sulawesi Province, the higher the performance of employees in the Regional Civil Service Agency of Central Sulawesi Province.
- R Square or coefficient of determination (R²) is to see the influence between

the variables of communication, work discipline and organizational culture on the performance of employees of the Regional Civil Service Agency of Central Sulawesi Province are 0.731 or 73.1%, meaning that the influence of the independent variable on the dependent variable is 73.1% while the remaining 26.9% is the influence other variables not examined in this study.

A. Proving Hypothesis

1. Proving the First Hypothesis

The first hypothesis is that the influence of communication, work discipline and organizational culture simultaneously have a significant effect on the performance of the Central Sulawesi Province Regional Civil Service Agency. Proving the first hypothesis uses the F_{sig} test. Significance value $0.000 < \alpha 0.05$. So it is proven that the three independent variables, namely communication, work discipline and organizational culture, simultaneously have a significant effect on the performance of employees at the Regional Civil Service Agency of Central Sulawesi Province. This shows that the first hypothesis is acceptable.

2. Proving the Second Hypothesis

The second hypothesis is to find out whether communication variables have a significant effect on the performance of Central Sulawesi Province Regional Civil Service Agency employees. The probability of significance of the price variable (X1) is $0.761 >$ the significance level implied by $\alpha 0.05$. Thus, statistically the communication variable in this study has an insignificant influence on the performance of employees of the Regional Civil Service Agency of Central Sulawesi Province. This shows that the second hypothesis cannot be accepted.

3. Proving the Third Hypothesis

The third hypothesis is to find out whether the work discipline variable has a significant effect on the performance of employees of the Central Sulawesi Province Regional Civil Service Agency. Table 20. above proves that the probability of significance of the work discipline variable (X2) is $0.001 <$ the significance level implied by $\alpha 0.05$. Thus, statistically the work discipline variable in this study has a significant influence on the performance of employees of the Regional Civil Service Agency of Central Sulawesi Province. This shows that the third hypothesis is acceptable.

4. Proving the Fourth Hypothesis

The fourth hypothesis is to find out whether organizational culture variables have a significant effect on the performance of the Central Sulawesi Province Regional Civil Service Agency. The probability of significance of the organizational culture variable (X3) is $0.002 < \alpha$ 0.05. Thus, statistically, the organizational culture variable in this study has a significant influence on the performance of employees of the Central Sulawesi Province Regional Civil Service Agency. This shows that the fourth hypothesis is acceptable.

The results of proving the hypothesis in this study of the influence of communication, work discipline and organizational culture on the performance of employees of the Regional Civil Service Agency of Central Sulawesi Province provide evidence that the three independent variables, namely communication, work discipline and organizational culture have a significant effect on the performance of employees of the Regional Civil Service Agency of Central Sulawesi Province. Thus, it is stated that the hypothesis regarding the influence of communication, work discipline and organizational culture on the performance of Central Sulawesi Province Regional Civil Service Agency employees **is acceptable**.

Based on the results of the data analysis described previously, it shows that the variables of communication, work discipline, and organizational culture together have a significant effect on employee performance. These results indicate that communication, work discipline, and organizational culture can improve employee performance at the Regional Civil Service Agency, Central Sulawesi Province, this means that the hypothesis described previously is in line with the results of this research.

The communication factor is one of the factors that plays an important role in improving employee performance. Every employee in each unit within the Regional Civil Service Agency of Central Sulawesi Province certainly expects good communication, a leader who is able to provide satisfaction to his employees in carrying out their work in the form of the work itself, good relationships between subordinates and superiors, a work atmosphere or colleagues. harmony, the process of giving promotions and methods of determining salaries to employees, this will of course have an impact on employee performance.

Heidjrachman and Husnan, (2002; 15) stated "Discipline is every individual and also a group that guarantees compliance with orders and takes the initiative to carry out a necessary action if there is no order." According to Davis (2002; 112) "Discipline is management action to provide enthusiasm for the implementation of organizational standards, this is training that leads to efforts to justify and involve knowledge of employee attitudes and behavior so that there is a willingness in employees to lead to cooperation and achievement better". Discipline itself is defined as a person's willingness that arises from his own awareness.

Work discipline is the main factor in carrying out management functions. Because if work discipline is ignored, then other work tasks will not be carried out properly. Indiscipline is not only an indication of a decrease in work enthusiasm and enthusiasm, but can affect employee performance in achieving the goals of the organization (Nitisemito in Moenir, 1995).

management must be directed at the culture's ability to encourage improved company performance through improving employee performance. This is mainly due to the function of culture which provides a set of values for setting priorities and informing how everything is done in a group or company (Cherington, 1994), besides that culture also functions as a facilitator of the emergence of shared commitment as a meaningmaking mechanism whose control guides and shapes attitudes and behavior of employees (Cherington, 1994 and Robbins, 1996). Because good management of culture will influence the achievement of high employee performance. Meanwhile, Robbins (1996) states that organizational culture influences employee performance and satisfaction.

CONCLUSION

Based on the results of research and discussion using the multiple regression analysis method, it can be concluded as follows;

1. Communication, work discipline and organizational culture simultaneously have a positive influence on the performance of the Central Sulawesi Province Regional Civil Service Agency.
2. Communication has a positive and significant effect on the performance of the

Central Sulawesi Province Regional Civil Service Agency.

3. Work Discipline has a positive and significant effect on the performance of the Central Sulawesi Province Regional Civil Service Agency.
4. Organizational culture has a positive and significant effect on the performance of the Central Sulawesi Province Regional Civil Service Agency.

SUGGESTION

Based on the results of the discussion in the previous chapter, the following can be recommended;

1. Communication is a variable that influence on performance Central Sulawesi Province Regional Civil Service Agency , State Civil Apparatus means Communication is one of the things that is very important for employee performance , it is appropriate for leaders to continue improve communication and maintain continuous attention with Don't forget other variables that are just as important.
2. Work discipline is very important for employees in carrying out their duties or work. Based on observations in the field, the condition of some employees does not comply with the regulations set by the agency. This can be seen by the fact that there are still employees who come to work late, leave not on time, apart from that employees often overstay their rest time, there is still employee behavior that does not comply with agency regulations. If this continues, it can be detrimental to the agency. So it is hoped that leaders will be stricter in enforcing discipline because good enforcement of discipline can contribute to a high sense of employee concern for achieving organizational goals, high work enthusiasm and passion and initiative of employees in carrying out their work, a greater sense of responsibility for employees to carry out their duties as well as possible. - the development of a high sense of belonging and solidarity among employees and increasing employee efficiency and productivity.
3. Organizational culture has a positive influence on the performance of the Central Sulawesi Province Regional Civil Service

Agency . It is hoped that the head of the Regional Civil Service Agency for Central Sulawesi Province will pay more attention to the mechanisms that regulate how to encourage each unit to work together with each other. Because the relationship between units in the Regional Civil Service Agency of Central Sulawesi Province is well established. Every employee of the Regional Civil Service Agency of Central Sulawesi Province builds professional relationships with each other in their work which is important for their work, this relationship grows by itself without any encouragement or regulations from the Regional Civil Service Agency of Central Sulawesi Province

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