

THE IMPROVEMENT OF EMPLOYEE PERFORMANCE THROUGH EMPLOYEE COMPETENCE, WORK FACILITIES, WORK DISCIPLINE, AND ORGANIZATIONAL COMMUNICATION

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ABSTRACT

This study aims to determine what factors affect the performance of employees at the Finance Department of Universitas Negeri Semarang (Unnes). This type of research is quantitative research. The population in this study were all employees of the Finance Section of Unnes, amounting to 75 people. The sampling technique carried out in this study uses probability sampling with a proportional random sampling technique. The number of samples was determined using the Slovin formula with 63 people. The method of collecting data is the questionnaire method. The data analysis method used is multiple regression analysis. The analysis results show that the factors that influence employee performance are employee competence, work discipline, organizational communication, and work facilities. These variables have a significant value of less than 0.05, which is 0.000. For this reason, the four variables proved to affect employee performance significantly. Of the four variables, the organizational communication variable occupies the lowest position, so for employee performance to increase in the Finance section of Unnes, employees are expected to communicate well with superiors or other employees.

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1. INTRODUCTION

The current global era has particular implications for the world of work, where every organization is required to work more effectively and efficiently. Increasingly fierce competition will cause organizations to be required to improve competitiveness in maintaining organizational survival and optimizing human resources and how these human resources are managed because human factors or employees determine a company's success in achieving organizational goals. So, achieving its goals cannot be separated from the role and performance of the employees in it. Performance is an important asset and is needed because it can support and help achieve the goals desired by an organization or company. Therefore, every company constantly monitors the performance of its employees to improve their performance. Performance by Moeharino (2012) is the result of work obtained by a person because he has carried out his duties properly with skills and sincerity [1].

Universitas Negeri Semarang (Unnes) is one of the universities which it has employees who strive to provide satisfactory performance results in achieving the goals that have been set. This agency has various sections, one of which is the finance department at both the faculty and university levels. To conduct a performance assessment, Unnes refers to the Employee Performance Target, which is adjusted to Government Regulation 46 of 2011 concerning the Assessment of government employees' Work Performance concerning the Work Performance of Civil Servants. The regulation explains that civil servants must prepare to evaluate employees' work performance. The aim is to ensure the objectivity of civil servant coaching based on work performance.

In achieving maximum performance, employees are not only required to have cognitive aspects but also to be more flexible, have broad insight, be innovative, and be supported by competent skills. The phenomenon of competence in the Unnes Finance Department office is that employees are still unsatisfied because they are less skilled in carrying out their duties and cannot fully serve students well. Employee competence is related to the attitude and ability of employees to carry out the tasks assigned to

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them. For this reason, competence is significant for employees because employees with good capabilities can carry out the assigned tasks. Thus, employee competence affects the performance of an organization [2].

Another problem encountered in the scope of Unnes is work facilities. The conservation label is very attached to Unnes, so employees are expected to maintain and protect something regularly to avoid damaging office facilities and others. Maintained and adequate work facilities will not hinder employees in carrying out their work because adequate facilities will improve employee performance ([3]–[5]. In addition, good work facilities will support more conducive employee performance and make work more effective and efficient [6], [7].

In addition to competence and work facilities, employee performance is also influenced by work discipline [8], because good discipline can make employees feel responsible for their tasks. Currently, employee discipline at Unnes is still low because some employees do not complete tasks in the allotted time. Whereas discipline is the most crucial operative function of human resource management because the better the employee discipline, the higher the level of employee productivity [9]. Without discipline, the organization will find it challenging to achieve optimal results. Some researchers reveal that work discipline positively and significantly affects employee performance [10]–[12].

Another problem in the finance department at both the faculty and university levels is employee communication. Employee communication is still very lacking, as is the case with employees working in the finance department at the university level, not necessarily communicating with employees working in the finance department at the faculty level. If this continues to be done by employees, it will cause employee performance to decrease. Therefore, this study aims to determine how the performance of employees increases and satisfies the financial department of Unnes. The factors that affected employee performance were employee competence, work facilities, work discipline, and employee communication. By conducting research, these findings are expected to be input for agencies to develop the performance of their employees so that employee performance and productivity will be better in the future.

Literature Review

Employee performance

Performance is the result of work achieved by a person or group of people in an organization, by their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law, and by capital and ethics [6]. This definition shows that performance is more emphasized in the process, where during the implementation of the work improvements are made so that the achievement of work results can be optimized. Employee performance is very necessary because performance will be known how far the employee's ability to carry out the duties assigned to him.

Mangkunegara (2009) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him [13]. Based on the opinion of experts, employee performance is the result of work achieved by employees with predetermined standards. So, it can be said that performance means the results achieved by a person both quantity and quality in an organization.

Performance indicators are used as a measuring tool used to measure an employee performance result or a benchmark in assessing performance. According to Mathis and Jackson (2006) states:

- a. Quantity is measured by employees' perception of the number of assigned activities and their results.
- b. Quality can be measured from employee perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities. The results of the work performed are perfect or meet the expected goals of the work.
- c. Punctuality is measured by the employee's perception of an activity completed from the beginning to the output. Can complete at a predetermined time and maximize the time available for other activities.
- d. Effectiveness, maximum utilization of resources, and time available to the organization to increase profits and reduce losses.
- e. Attendance, the level of employee attendance in the company can determine employee performance.

Employee competences

Competence is an ability used to carry out or do a job based on skills and knowledge as well as support from the work attitude required to do the work (Wibowo, 2013). Palan (2007) suggests that competence refers to the characteristics underlying behavior that describe motives, personal characteristics (characteristics), self-concept, values, knowledge, or expertise brought by someone who

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performs superior (superior performer) in the workplace. Competencies here will form the basis of knowledge and performance standards expected to be able to complete a job or hold a position. Based on the above opinion, it can be concluded that competence is the ability possessed either in the form of skills or knowledge that can be used to complete a job.

Based on the above understanding, employee competency indicators can be taken according to Gordon in Sutrisno (2009), namely:

- a. Knowledge is a person's knowledge in a particular field of specification, such as knowledge in the field related to procedures.
- b. Understanding is the ability of thinking power possessed by individuals.
- c. Ability is the skill to carry out certain physical tasks with the ability to complete them effectively and efficiently.
- d. Value is a standard of behavior that has been inherent in a person.
- e. Attitude is a feeling of a stimulus that comes from outside.
- f. Interest is a person's tendency to perform an action or work.

Work Discipline

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of someone to obey all company regulations and applicable social norms (Rivai, et al., 2013). Sinambela (2012) said that work discipline is a person's ability to work regularly, diligently continuously, and work with applicable rules that do not violate established rules. The statement has a positive influence or value on employee performance, where the higher the work discipline, the more employee performance increases.

According to Singodimedjo in Sutrisno (2011) said that discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around, good employee discipline will accelerate company goals while degenerate discipline will be a barrier and slow down the achievement of organizational goals. Based on the above opinion, it can be concluded that work discipline is a person's workability that is carried out by established rules. According to Fathoni (2006), some indicators can affect the level of employee discipline, namely:

- a. Goals and Abilities
The goals to be achieved must be clear and ideally set and challenging enough for the ability of employees. This means that the goals imposed on employees must be by the abilities of the employees concerned so that they are serious and disciplined in doing it.
- b. Leadership Examples
The example of the leader is very instrumental in determining employee discipline because the leader is used as an example and role model by his subordinates.
- c. Remuneration
Remuneration (salary and welfare) also affects employee discipline because remuneration will provide employee satisfaction and love for their work.
- d. Justice
Justice also encourages the realization of employee discipline, because the ego and human nature always feel themselves important and are asked to be treated the same as other humans.
- e. Waskat (Inherent supervision)
Is a real and most effective action in realizing employee discipline.
- f. Penalties
Punitive sanctions play an important role in maintaining discipline. Sanctions and penalties are getting tougher, employees will be more afraid of violating company regulations, and employee disciplinary attitudes and behaviors will decrease.
- g. Assertiveness
The leader's firmness in taking action will affect employee discipline.
- h. Humanitarian Relations
Harmonious human relations between fellow employees contribute to creating good discipline in a company.

Work Facilities

Bachari (2009) said that work facilities are equipment in the form of physical to provide convenience to users so that the needs of users of these facilities can be met. It can be interpreted that work facilities are all tools or equipment that can facilitate and smooth the implementation of all tasks given. Facilities are everything that can facilitate efforts and facilitate work to achieve goals (Zakiah Daradjat, 2008).

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Work facilities are facilities provided by the organization to support the running of the wheels of the organization in achieving the goals set by the control holder, the available work facilities will have a positive impact on employees in improving employee performance (Asri et.al., 2019). Based on the above opinion, it can be concluded that work facilities are everything that is used to provide convenience in doing work. According to Moenir (1987) divided facilities into 3 groups, namely:

- a. Work Equipment Facilities, work tools are divided into two types, namely as follows:
 - 1) Management work tools, in the form of rules, determine authority and power in carrying out their obligations.
 - 2) Operational work tools, i.e. all objects or goods function as tools that are directly used in production.
- b. Work Equipment Facilities, are all objects used in work but not directly for production, but function as a smoother and refresher in work. Such as buildings, workspaces, furniture, and others.
- c. Social Facilities, namely facilities used by employees and social functions. For example, the provision of messes, dormitories, and official houses.

Organizational Communication

According to Slamet, et al. (2020), effective communication will create a healthy and transparent agency work climate. This is very important because it is used in concentrating the creativity and dedication of office employees. Therefore, in an organization, it is very necessary to communicate well effectively, and efficiently. Organizational communication is defined as the performance and interpretation of messages among communication units that are part of an organization (Pace and Faules, 2015).

Based on the above understanding, it can be concluded that organizational communication is very important because it can affect the life behavior of someone who applies it, who they talk to, who they like, how they feel, what they will achieve, and the way they align themselves with the scope of the organization. According to Pace and Faules (2013), organizational communication talks about information that moves from a higher authority to a lower authority. Communication indicators are divided into:

- a. Downward communication, that is, information flows from positions of higher authority to those with lower authority.
- b. Upward communication, that is, information flows from a lower level to a higher level.
- c. Horizontal communication, namely the delivery of information among colleagues in the same work unit.
- d. Cross-channel communication, which is one form of organizational communication in which information is given across functional boundaries and between people and each other does not become subordinates or superiors.
- e. Informal, personal, or casual communication, is described as a method of conveying confidential reports from one person to one person that cannot be obtained through ordinary channels.

Research framework

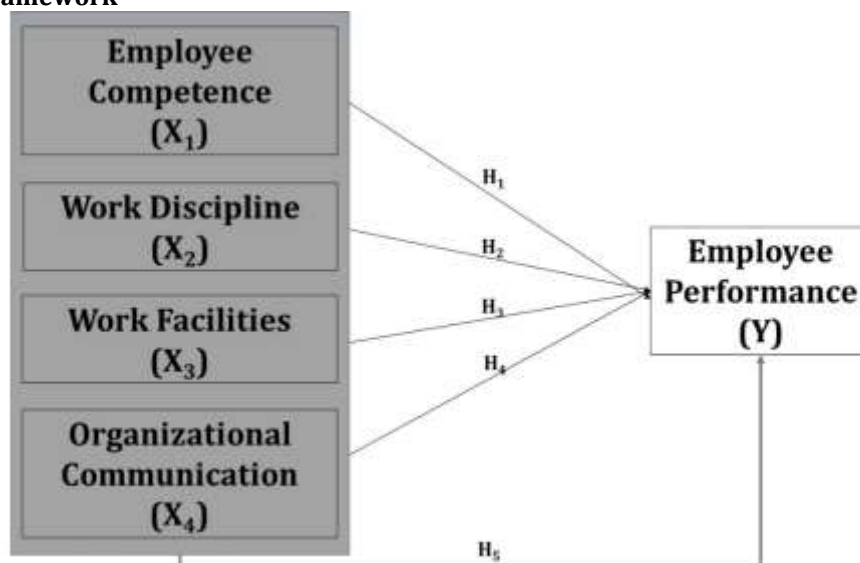


Figure 1 Research Model

Research Hypothesis

Based on the study of theories and frameworks that have been submitted, research hypotheses can be drawn which are temporary answers to the problems formulated. The hypotheses proposed in the study are as follows:

- Ha₁ = There is a positive and significant influence of employee competence on employee performance in the Finance Department of Semarang State University
- Ha₂ = There is a positive and significant influence of work discipline on employee performance in the Finance Department of Semarang State University.
- Ha₃ = There is a positive and significant influence of organizational communication on employee performance in the Finance Department of Semarang State University.
- Ha₄ = There is a positive and significant influence of work facilities on employee performance in the Finance Department of Semarang State University.
- Ha₅ = There is a positive and significant influence on employee competence, work discipline, organizational communication, and work facilities on employee performance in the Finance Department of Semarang State University.

2. METHOD

Quantitative research with a case study approach is used in this study because this research emphasizes the analysis of numerical data or numbers obtained from statistical methods to determine the relationship between the variables studied. The subjects in this study were employees of the Finance department of Unnes. The object of this research is the influence of employee competence, work facilities, work discipline, and organizational communication on employee performance at the Finance Section of Unnes.

The population in this study were all employees of the Finance Section of Universitas Negeri Semarang, amounting to 75 people. Sampling in this study used the Slovin formula and a proportionate random sampling technique. For this reason, the number of research samples is 63 respondents. Questionnaires and interview methods were used in data collection to dig for more profound information. The research instrument test used is the validity and validity test and the reliability test.

The validity test is used to measure the validity of the questionnaire. The questionnaire is said to be valid if the statements in the questionnaire can reveal something that is measured by the questionnaire with a significance of less than 0.05. The results of data processing regarding validity testing in this research are presented in the following table.

Table 1. Result of the validity test

Variables	Statement	Correlation	α	Status
Employee Competence	KOMPEG1	0.714**	0.000	Valid
	KOMPEG2	0.786**	0.000	Valid
	KOMPEG3	0.540**	0.000	Valid
	KOMPEG4	0.571**	0.000	Valid
	KOMPEG5	0.675**	0.000	Valid
	KOMPEG6	0.875**	0.000	Valid
	KOMPEG7	0.847**	0.000	Valid
	KOMPEG8	0.837**	0.000	Valid
	KOMPEG9	0.815**	0.000	Valid
	KOMPEG10	0.701**	0.000	Valid
	KOMPEG11	0.781**	0.000	Valid
	KOMPEG12	0.792**	0.000	Valid
	KOMPEG13	0.784**	0.000	Valid
	KOMPEG14	0.830**	0.000	Valid
	KOMPEG15	0.775**	0.000	Valid
	KOMPEG16	0.655**	0.000	Valid
	KOMPEG17	0.656**	0.000	Valid
	KOMPEG18	0.613**	0.000	Valid
	KOMPEG19	0.724**	0.000	Valid
	KOMPEG20	0.749**	0.000	Valid
	KOMPEG21	0.793**	0.000	Valid
	KOMPEG22	0.817**	0.000	Valid
	KOMPEG23	0.841**	0.000	Valid

Variables	Statement	Correlation	α	Status
	KOMPEG24	0.886**	0.000	Valid
	KOMPEG25	0.815**	0.000	Valid
	KOMPEG26	0.841**	0.000	Valid
	KOMPEG27	0.739**	0.000	Valid
	KOMPEG28	0.849**	0.000	Valid
	KOMPEG29	0.805**	0.000	Valid
	KOMPEG30	0.812**	0.000	Valid
	KOMPEG31	0.754**	0.000	Valid
Work Discipline	DISKER1	0.778**	0.000	Valid
	DISKER2	0.587**	0.000	Valid
	DISKER3	0.690**	0.000	Valid
	DISKER4	0.815**	0.000	Valid
	DISKER5	0.804**	0.000	Valid
	DISKER6	0.832**	0.000	Valid
	DISKER7	0.783**	0.000	Valid
	DISKER8	0.853**	0.000	Valid
	DISKER9	0.781**	0.000	Valid
	DISKER10	0.893**	0.000	Valid
	DISKER11	0.837**	0.000	Valid
	DISKER12	0.827**	0.000	Valid
	DISKER13	0.395**	0.001	Valid
	DISKER14	0.589**	0.000	Valid
	DISKER15	0.842**	0.000	Valid
	DISKER16	0.603**	0.000	Valid
	DISKER17	0.831**	0.000	Valid
	DISKER18	0.770**	0.000	Valid
	DISKER19	0.863**	0.000	Valid
Work Facilities	FASKER1	0.811**	0.000	Valid
	FASKER2	0.744**	0.000	Valid
	FASKER3	0.905**	0.000	Valid
	FASKER4	0.901**	0.000	Valid
	FASKER5	0.897**	0.000	Valid
	FASKER6	0.906**	0.000	Valid
	FASKER7	0.881**	0.000	Valid
	FASKER8	0.862**	0.000	Valid
Organizational Communication	KOMOR1	0.773**	0.000	Valid
	KOMOR2	0.437**	0.000	Valid
	KOMOR3	0.753**	0.000	Valid
	KOMOR4	0.786**	0.000	Valid
	KOMOR5	0.803**	0.000	Valid
	KOMOR6	0.757**	0.000	Valid
	KOMOR7	0.830**	0.000	Valid
	KOMOR8	0.788**	0.000	Valid
	KOMOR9	0.798**	0.000	Valid
	KOMOR10	0.750**	0.000	Valid

Source: Processed Data (2022)

The results of the validity test show that all statements in this research instrument are valid. While the reliability test of this study used Cronbach Alpha with a Limit of 0.60 because this study used a Likert scale range of 1-5 so it was suitable to use this method [14]. The results of the reliability test are shown in Table 2.

The results of the reliability test show that all variables in this study are reliable. This study uses multiple regression analysis to test the hypothesis proposed in the study. Each hypothesis was analyzed using SPSS Statistics 23 to test the relationship between variables. Meanwhile, the hypothesis test in this study is a simultaneous test and a partial test (t-test).

Table 2. Result of Reliability Test

Variables	α	Status
Employee Competence	0.975	Reliable
Work Discipline	0.954	Reliable
Work Facilities	0.951	Reliable
Organizational Communication	0.907	Reliable
Employee Performance	0.855	Reliable

Source: Processed Data (2022)

3. RESULT AND DISCUSSION

Multiple Regression Analysis

Regression analysis analyzes research data to describe the relationship between the independent and dependent variables. The results of the regression analysis can be seen in Table 3. It shows that the regression coefficient for employee competence variables is 0.285, work discipline is 0.114, work facilities are 0.093, and employee communication is 0.187 with a constant of 12,515; the regression equation is:

$$Y = 0.285X_1 + 0.114X_2 + 0.093X_3 + 0.187X_4$$

Constants and regression coefficients in the above equation are positive. Thus, the description of changes in employee performance relationships depends on changes in employee competence variables, work facilities, work discipline, and employee communication. This change will increase if it is positive and decrease or decrease if it is negative. Therefore, the table explains the influence of employee competence, work facilities, discipline, and communication on employee performance.

Table 3. Results of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	SE	Beta		
(Constant)	12.515	2.860		4.377	.000
1 Employee Competence	.285	.033	.858	8.510	.000
Work Discipline	.114	.054	.250	2.118	.038
Work Facilities	.093	.110	.097	1.849	.039
Organizational Communication	.187	.106	.173	1.768	.008

Source: Processed Data (2022)

Significant Test (F test)

Table 4. Simultaneous Test or Significant Test

Model	Df	F	Sig.
1 Regression	4	53.582	.000b
Residual	59		
total	63		

Source: Processed Data (2022)

The table above shows that the F value is 53,582, and a significance of 0.000 < 0.05 H_0 is accepted. H_0 is rejected. It can be concluded that the variables, employee competence, organizational communication, work discipline, and work facilities on employee performance.

Partial Test (t-test)

Table 5. Partial Test

Model	t	Sig.
(Constant)	4.377	.000
Employee Competence	8.510	.000
1 Work Discipline	2.118	.038
Work Facilities	1.849	.039
Organizational Communication	1.768	.008

Source: Processed Data (2022)

Based on the table above, it is obtained as follows:

1. The regression coefficient value of the employee competency variable (t_{count}) is 8.510 with a t_{table} of 1.668; the significance of the workability variable on the related variable, namely employee performance, is 0.000 or less than the alpha value of 0.05. In conclusion, the value of $t_{count} > t_{table}$

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- and a significance of $0.000 < 0.05$ means that H_1 , which states that the employee competence variable has a significant effect on employee performance, is accepted.
- The regression coefficient value of the work discipline variable (t_{count}) is 2.118 with a t_{table} of 1.651; the significance of the work discipline variable on the related variable, namely employee performance, is 0.035 or less than the alpha value of 0.05. In conclusion, the value of $t_{\text{count}} > t_{\text{table}}$ and a significance of $0.001 < 0.05$ means that H_2 , which states that the work discipline variable has a significant effect on employee performance, is accepted.
 - The regression coefficient value of the organizational communication variable (t_{count}) is 1.849 with a t_{table} of 1.651; the significance of the organizational communication variable on the related variable, namely employee performance, is 0.041 or less than the alpha value of 0.05. In conclusion, the value of $t_{\text{count}} > t_{\text{table}}$ and a significance of $0.041 < 0.05$ means that H_3 , which states that organizational communication variables have a significant effect on employee performance, is accepted.
 - The regression coefficient value of the work facilities variable (t_{count}) is 1.768 with a t_{table} of 1.651; the significance of the work facilities variable on the related variable, namely employee performance, is 0.006 or less than the alpha value of 0.05. In conclusion, the value of $t_{\text{count}} > t_{\text{table}}$ and a significance of $0.006 < 0.05$ means that H_4 , which states that the work facility variable has a significant effect on employee performance, is accepted.

Test of determination

Table 6. Results of R-Square

Model	R	R Square
1	.886	.784

Source: Processed Data (2022)

Table 6 explains that the R^2 value is 0.886, so $0.784 \times 100\% = 78.4\%$. However, multiple regression is better taken from the adjusted R Square value, which is 77%. Thus, the influence of employee competence, work facilities, discipline, and communication on employee performance is 77%. Meanwhile, other factors not examined in this study determine another 23% that affect employee performance.

Discussion

The Influence of Employee Competence on Employee Performance

The study's results indicate an influence of employee competence on employee performance in the Finance Section of Unnes. It is evidenced by the statistical results of the t-test for the employee competence variable with a t value of 8,510 with a significance value of the employee competence variable on the related variable, namely employee performance of 0.000 or less than the alpha value of 0.05. It shows that the employee competence variable partially has a significant influence between employee competence and employee performance.

Employees of the finance department of Unnes influence employee competence on employee performance. Employee competence is an ability to carry out or do a job based on skills and knowledge and support from the work attitude required to do the job. Employee competence is seen from knowledge, understanding, abilities, values, attitudes, and interests. The findings of this study are in line with Haedzar et al. (2022). His research reveals that employee performance is influenced by competence [15]. According to Iskanto (2022) and Iskanto et al., (2020), competence is the most dominant factor in improving performance because high competence will help employees carry out various tasks to make their work easier [16]-[19].

The Effect of Work Discipline on Employee Performance

The results showed an influence of work discipline on the performance of employees at the Finance Section of Unnes. It is evidenced by the statistical results of the t-test for the service procedure variable with a t-count value of 2.118 with a significance value of the work discipline variable on the related variable, namely employee performance of 0.038 or less than an alpha value of 0.05. It shows that the work discipline variable partially has a significant influence between work discipline and employee performance. Work discipline applied by employees significantly affects employee performance by employees of the Finance department at Universitas Negeri Semarang. This study's indicators that can improve employee discipline are goals and abilities, leadership role models, remuneration, fairness, inherent supervision, legal sanctions, assertiveness, and human relations.

This finding is consistent with the research by Surajiyo et al., (2021) and Aftan Abdullah & Mohd Najib bin Mansor (2018) that work discipline affects employee performance with a significance level of 0.020 and 0.000 [20], [21]. Without discipline, all activities that will be carried out will produce results that are unsatisfactory and not in line with expectations. As a result, the goals and objectives of the

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organization will not be achieved. Plus, this can hinder the running of organizational programs [16], [18], [21], [22]. Thus, discipline greatly affects employee performance because the more disciplined, the higher employee productivity and organizational performance.

The Effect of Organizational Communication on Employee Performance

The results showed an influence of organizational communication on employee performance at the Finance Section of Unnes. It is evidenced by the statistical results of the t-test for the organizational communication variable with a t value of 1.849 with a significance value of the organizational communication variable on the related variable, namely employee performance of 0.039 or less than the alpha value of 0.05. It shows that the organizational communication variable partially has a significant influence between organizational communication and employee performance; in other words, H₀ is rejected.

Organizational communication is a show and interpretation of messages between communication units that are part of an organization. Organizational communication carried out in the Finance section at Unnes is by doing downward communication, upward communication, horizontal communication, cross-channel communication, and informal communication. This study shows that organizational communication positively and significantly affects employee performance.

These findings are in line with the Linking Pin Model theory from Linkert which explains that if we have good communication with employees, employees will be motivated and productive [23]. Supported by Rukmana et al. (2018), the function of communication is to motivate employees [24]. This function works when the boss wants to improve employee performance, for example, the boss explains how well employees are performing and how they can improve their performance. Agree with Kalogiannidis (2020), communication can increase motivation by explaining to employees what needs to be done, how to work, and things that can be done to improve work performance [25]. Thus, organizational communication is an effort to improve employee performance because the impact of communication is very large in improving employee work.

The Effect of Work Facilities on Employee Performance

The results showed an effect of work facilities on employee performance at the Finance Section of Unnes. It is evidenced by the statistical results of the t-test for the work facilities variable with a t-count value of 1.768 with a significance value of the organizational communication variable on the related variable, namely employee performance of 0.0082 or less than the alpha value of 0.05. It shows that the work facilities variable partially has a significant influence between organizational communication and employee performance. In other words, H₀ is rejected. Work facilities are all tools or equipment that can facilitate and expedite the implementation of all assigned tasks. Existing work facilities to support work in the Finance section at Universitas Negeri Semarang are by looking for work equipment facilities and social facilities. This study shows that work facilities positively and significantly affect employee performance.

In line with Jihan Pratiwi et al. (2019), there is a positive and significant influence on the use of work facilities on employee performance [26]. Supported by Daraba et al. (2018), work facilities are an important supporting component in company activities because they have a relatively permanent useful life and provide benefits for the future [27]. In addition, work facilities can expedite company activities and also help employee welfare so that employees can carry out their work properly [27], [28]. Thus, work facilities can increase productivity and organizational performance.

4. CONCLUSION

Improving employee performance is very important for organizational growth. For this reason, the factors that affect employee performance must be considered further. Factors influencing employee performance are competence, work facilities, discipline, and employee communication. Effective communication between employers and employee leaders is still deficient among the four factors. Therefore, the procurement of event gatherings for employees and leaders is necessary to strengthen relationships and personal relationships to make it easier to interact and communicate. The next lowest factor is employee work discipline. Discipline needs to be considered because work that is not carried out on time will hinder other work, which is at risk of lowering the company's performance. Thus, discipline training is necessary so employees can adequately carry out their duties. In addition, employees with discipline will also positively impact the company by increasing company performance and productivity. For further research, researchers can develop other factors related to employee performance that this study has not studied.

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