THE EFFECTS OF COMMUNICATION, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICERS IN KROYA SUB-DISTRICT CILACAP REGENCY

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ABSTRACT

The purpose of this study is to examine the effect of communication, work environment and work discipline on the performance of village officers in Kroya District, Cilacap Regency. The sampling technique in this study was done by purposive sampling method. Multiple regression analysis was used to analyze the data. The results of the analysis indicate that the variables of communication, work environment and work discipline significantly affect the performance of village officers in the Kroya Sub-district, Cilacap Regency.

Keywords: Communication, Work Environment, Work Discipline, Performance

ABSTRAK

Tujuan penelitian ini adalah untuk menguji pengaruh komunikasi, lingkungan kerja dan disiplin kerja terhadap kinerja pegawai balai desa di Kecamatan Kroya Kabupaten Cilacap. Penelitian ini menggunakan metode *purposive sampling.* Alat analisis yang digunakan adalah analisis regresi berganda. Hasil analisis menunjukan bahwa variabel komunikasi, lingkungan kerja dan disiplin kerja berpengaruh signifikan terhadap kinerja pegawai desa di Kecamatan Kroya cilacap

Kata kunci: Komunikasi, Lingkungan Kerja, Disiplin Kerja, Kinerja

I. INTRODUCTION

Human resource is an important factor in the survival of an organization. Good employee performance will greatly support the achievement of organizational goals. The same goes for village officers in Kroya Sub-District, Cilacap Regency. Hence, when the organization can provide support both through good communication, work discipline and adequate work environment for officers, the officers can surely provide good performance.

Good communication can lead to harmony among employees, either communication between the leader and employees or between the officers and fellow officers. According to Harun (2008) communication is originated from the Latin language namely communicatus which means "sharing" or "being shared". Therefore, communication is an effort aimed at sharing to achieve togetherness. With good communication, employee performance is expected to be in order to achieve institutional goals. Susanto (2013), Wardhani. (2016), Srimiatun and Prihatinta (2017) found that communication has a significant effect on employee performance. This is different from Sumaki (2015) who found that communication has an effect on employee performance although it not a significant effect.

Work environment is also another factor that needs to be considered by institutions. A comfortable, safe working environment will support employees in carrying out their duties more efficiently. This can have a positive influence on the psychological condition of employees in achieving performance. According to Nitisemito (2008) the work environment is anything that exists around the worker and that can affect him in carrying out the tasks that are charged. Iskandar (2017), Taufiq et al (2012), Peoni. (2014) Gunaseelan (2014), Prasetya et al. (2014), Wardhani. (2016), that the work environment has a significant and significant effect on employee performance.

In addition to the work environment, work discipline is also important in supporting the achievement of organizational goals. According to Rivai (2011), work discipline is a means used by leaders to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to meet all company regulations. The study of Suci and Idrus (2015), Mangkunegara and Waris (2015), Thaief et al (2015) found that work discipline affects on performance. This is different from the findings of Parerung et al (2014) who state that work discipline does not significantly influence performance.

This study intends to combine several variables from previous studies, namely communication, work environment and work discipline variables. The formulation of the problem raised is whether or not communication, work environment and work discipline affect performance.

II. RESEARCH METHOD

This is a quantitative research. Quantitative research is a process of finding knowledge that uses data in the form of numbers as a means of analyzing information about what needs to be identified (Kasiram 2008). The population in this study were 310 village officers in Kroya Sub-district, Cilacap Regency. The sample in this study was that part of the village employees selected as respondents as many as 103 people. Purposive sampling method is used as the sampling technique in this study with criteria. It obtained the officers with the minimum service life of 1 year. The type of data in this study is primary data sourced from respondents' answers to statements shared by researcher. Questionnaire was used to collect the data of this research.

Table 1. Operational Definition

Variable	Indicator
Communication Communication in this study is the link of communication either among employees or with leader(s)	The element of communication according to Marwansyah (2010): a. Good relationships among employees b. Nature of mutual respect between employees and leaders c. Emotion, mood of trust feeling among employees
Work environment The work environment in this study is the overall state of the work area and facilities that support the work of village officiers.	Work environment indicators according to Sedarmayanti (2001) are as follows: 1. Lights 2. Air temperature 3. Noise

	4. Comfort of the workplace
	5. Employee relations
Work discipline The work discipline in this study is the awareness of employees / officiers in complying with applicable regulations at the village office	According to Hasibuan (2002), there are indicators of work discipline: 1. Purpose and ability 2. Leadership Model 3. Logrolling 4. Justice 5. *Waskat* (supervision attached) 6. Penalty sanctions 7. Assertiveness 8. Human relations
The performance Performance in this study is the result of work achieved by someone based on job requirements".	According to Bangun (2012) performance indicators are: **Amount of work** Amount of work is all work that is charged to employees. **Quality of work** Quality of work is the good or bad work that has been completed. **Accuracy** Completion of work assigned to employees. **Presence** Attendance is a presence that shows whether or not an employee is consistent. **Cooperative ability**.

A. Research Intrument

According to Sujarweni (2015) data collection instruments are selected and used in collecting data so that these activities become systematic and simple. Likert scale approach is used in this study. According to Sujarweni (2015) Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. Each item has five alternative answers including the following:

Strongly Agree (SS) = 5
Agree (S) = 4
Neutral (N) = 3
Disagree (TS) = 2
Strongly Disagree (STS) = 1

B. Quality Test Data
1. Validity Test

According to Sujarweni (2015) the validity test is used to measure the validity of a questionnaire. A questionnaire can be said to be valid if it is able to express something measured by the questionnaire. According to Sujarweni, the validity test uses the product moment correlation technique by testing each question item in the questionnaire. In the validity test the significance is analyzed by comparing the value of r count with r table (df = n-k). The validity criteria for each item in the questionnaire are as follows:
a. Statement items are declared valid if r count > r table.
b. Statement items are declared invalid if r count < r table.

2. Reliability test

According to Sujarweni (2015) the reliability test is used to test the extent to which a measurement can be trusted. According to Ghozali (2001) a questionnaire is said to be reliable if a person's answer to a statement is consistent or stable over time. A variable is said to be reliable if it has cronbach alpha> 0.60. While the variable is said to be unreliable if it has a Cronbach alpha <0.60.

C. Classic Assumption Test

1. Normality Test

    According to Suliyanto (2011) normality test is used to test whether the standardized residual values in the regression model are normally distributed or not. The residual value is said to have normal distribution if the standardized residual value is mostly close to the average value. If the data are not normally distributed then they cannot continue the research. Kolmogorov-Smirnov (K-S) analysis is used in this study. Kolmogorov-Smirnov (K-S) is a normality test using the cumulative distribution function. Standardized residual values are normally distributed if K count <K table or sig value. > α.

2. Multicollinearity Test

    According to Sujarweni (2015) Multicollinearity Test is used to determine whether there are independent variables with similarities among the independent variables in a model. In a good regression model there should be no correlation among independent variables. Multicollinearity test can be done using TOL (tolerance) and VIF (Variance Inflation Factor). The multicollinear symptoms occurs if the VIF value> 10 and the TOL value <0.10 while if the VIF value <10 and the TOL value> 0.10 then the symptoms of multicollinearity do not occur.

3. Heteroscedasticity Test

    According to Sujarweni (2015) heteroscedasticity test is used to test the occurrence of differences in residual variance from one observation period to another. According to Suliyanto (2011), how to predict the presence or absence of heteroscedasticity in a model can be seen using the Glejser test. If the significance value of the significance of each independent variable> 0.05 then there are no symptoms of heteroscedasticity and vice versa.

D. Hypothesis Test

1. Multiple Linear Regression Analysis

    Regression analysis is used to determine the effect of communication, work environment and work discipline on employee performance with the following model $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

    Description:

    X_1 = communication
    X_2 = work environment
    X_3 = work discipline
    Y = employee performance
    a = a Constant
    β_1 - β_4 = Multiple Linear Regression Coefficient
    e = Residual/*Error*

2. Hypothesis Test (Uji *T*)

    According Suliyanto (2011) T test is used to test whether the variable significantly affects the dependent variable or not. A variable will have a significant effect if the t count variable is greater than the value of t table (df:, n-k or (0.05, n-k)). To calculate the value of tcount, the following formula is used:

$$t = \frac{bj}{Sbj}$$

Descriptiom :
t = Tcount value
bj = Regression coefficient
sbj = Standard error of the regression coefficient

If sig. > 0.05 or -t table <t count <t table then the independent variable affects the dependent variable. Conversely if sig. <0.05 or if t count <-t table or t count> t table, then the independent variable has no effect on the dependent variable.
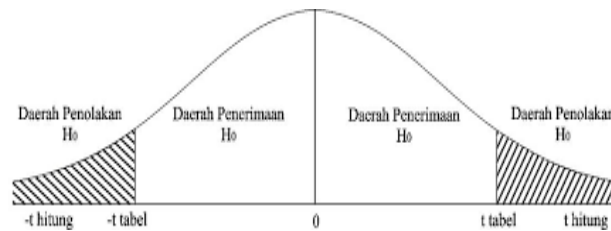

Figure 1. T test Curve

3. Goodness of Fit Test
   a. *F* Test

According to Suliyanto (2011) the calculated F value is used to test **goodness of fit**, whether the equation model formed belongs to the fit criteria or not. The F test is also used to test whether the free variable used in the model is able to explain changes in the value of dependent variables or not. To conclude whether the model is fit or not, the calculated F value and the table F value must be compared with df: (k-1), (n-1). To calculate the magnitude of the calculated F value, the following formula is used:

$$F = \frac{R^2/(k-1)}{1-R^2/(n-1)}$$

Information:
F = F count value
R2 = coefficient of determination
k = Number of variables
n = Number of observations (sample size)

If F countc > F table, then it can be concluded that the regression equation model formed is in fit criteria. Conversely, if F count <F table, then the criteria do not match.
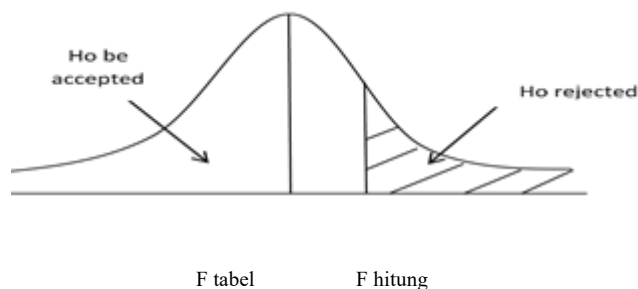

Figure 2. Fcount Curve

b. Determination Coefficient Test (R^2)

According to Sujarweni (2015) the determination coefficient **(R^2)** is used to determine the percentage change in the dependent variable (Y) caused by the independent variable (X). If **R^2** gets bigger, then the percentage change in the dependent variable (Y) caused by the independent variable (X) is getting higher. If **R^2** gets smaller, then the percentage change in the dependent variable (Y) caused by the independent variable (X) is getting lower.

III. RESULTS AND DISCUSSIONS

A. Validity Test

A total of 103 questionnaires were returned and analyzed. Based on the results of the validity test, it is found that all statement items in this study are valid (Pearson correlation values indicate sig < 0.05).

B. Reliability Test

The reliability test of a variable or construct of a research data can be seen from the results of the Cronbach Alpha statistical test (α). A variable or construct is said to be reliable if the Cronbach Alpha value> 0.7. The more the alpah value is the more reliable the data value is. The results of reliability testing can be seen in Table 2 below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha Value	Value of R table	Note
Communication	,755	0,195	Reliable
Work environment	,681	0,195	Reliable
Discipline	,770	0,195	Reliable
Performance	,651	0,195	Reliable

Based on the above table, it is known that the value of r count is more than r table so it can be concluded that the questionnaire can be said to be reliable so that henceforth the items in each variable concept are feasible to be used as a measurement tool.

C. Classical assumption test

All data in this study have passed the classical assumption test.

D. Feasibility Test Model (F Test)

The F test is also used to test whether the independent variable used in the model is able to explain the change in the value of the dependent variable or not.

Table 3. Results of F test analysis

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,023	3	1,674	10,418	,000[b]
	Residual	15,911	99	,161		
	Total	20,934	102			

a. Dependent Variable: Average__Performance of Employees

b. Predictors: (Constant), Average _ Work Discipline, Average_Communication, Average _Work Environment

Based on Table 3, it is known that the calculated F value is 10.418 and the F table value is 2.696. Thus, the regression model is declared fit because the calculated F value is greater than the value of the f table.

Multiple regression analysis is used to analyze the effect of several independent variables on the dependent variable.

E. Multiple Regression Analysis

Table 4. Results of Multiple Linear Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,372	,503		4,714	,000
	Average-Communication	,224	,105	,218	2,132	,035
	Average_Work Environment	,250	,082	,312	3,031	,003
	Average_Work Discipline	-,103	,080	-,113	-1,286	,201

a. Dependent Variable: average_employee performance

Based on the data in table 4, the following regression equation can be made:

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y = 2,237 + 0,224X$_1$ + 0,250X$_2$)+ (-0,103) X$_3$

Y is employee performance, X1 is communication, X2 is extrinsic motivation and X3 is work environment. So the regression equation can be explained as follows:
α = 2.237 indicates a constant with positive value or can be explained if communication, and the work environment, work discipline is zero, the employee's performance is 2.237 units.
$\beta1$ = 0.224 means that if communication increases by one unit, employee performance increases by 0.224 units assuming other variables are fixed.
$\beta2$ = 0,250 means that if the work environment increases by one unit, employee performance increases by 0,250 units assuming other variables are fixed.
$\beta3$ = - 0.103 means that if discipline decreases by one unit, employee performance decreases by 0.103 units assuming other variables remain.

F. T test

T test is used to test whether the variable significantly influences the dependent variable or not. A variable will have a significant effect if the count value of t variable is greater than the value of t table.

Table 5. T test results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,372	,503		4,714	,000
	Average-Communication	,224	,105	,218	2,132	,035
	Average_Work Environment	,250	,082	,312	3,031	,003
	Average_Work Discipline	-,103	,080	-,113	-1,286	,201

G. Discussion

1. The Effect of Communication on Employee Performance

Based on the results of the t test analysis, it is known that the t value is 2.132 (greater than t table (1.984)) and the significance level is 0.030 (smaller than 0.05). This means that there is an effect of the communication variables on the performance of the officers in Village offices in Kroya Subdistrict.

This result is in line with previous research by Puspita et al (2016) stating that communication has a positive and significant effect on employee performance.

2. The Effect of Work Environment on Employee Performance

Based on the results of the t test analysis, the t value is 3.031 (greater than t table (1.984)) and the significance level is 0.003 (less than 0.05). This means that there is an effect of the work environment variables on employee performance at the village offices in Kroya Subdistrict.

This result is in line with previous research by Setiawan (2013) stating that the work environment has a positive and significant effect on employee performance.

3. The Effect of Work Discipline on Employee Performance

Based on the results of the t test analysis, the t value is -1.286 (greater than the t-table value (-1.984)) and the significance level is 0.201 (greater than 0.05), meaning that there is a negative effect of work discipline on employee performance at the village offices in Kroya Subdistrict.

This result is in line with previous studies by Suci and Idrus (2015), Mangkunegara and Waris (2015) Thaief et al (2015) stating that work discipline affects the employee performance.

4. The coefficient of determination

The coefficient of determination is notated by essentially measuring how far the ability of the model in explaining the variation of dependent variables. The value of the coefficient of determination is between zero and one. A small value means the ability of the dependent variables is very limited. Value that is close to one

means the independent variables providing almost all the information are needed to predict variations in the dependent variable (Ghozali, 2016).

Table 6. The Results of the coefficient of determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,490[a]	,240	,217	,40090

a. Predictors: (Constant), average_ work discipline, average_ communication, average _work environment

Based on the data in table 6, it can be seen that the Adjusted R2 value is 0.217 (21.7%). This means that employee performance variables that can be explained by communication, work environment and work discipline variables are 21.7% while the remaining 78.3% of other variables cannot be explained in this study.

H. Implications

1. The village head is advised to increase the relationship or communication among employees.
2. Sense of mutual assistance employees in completing work needs to be improved.
3. Comfort at work needs to be improved
4. Regulations related to discipline and leader model need to be maintained

IV. CONCLUSION

Based on research and data analysis that has been done, it can be concluded:

A. Communication affects employee performance at village offices in Kroya Subdistrict.
B. The work environment affects the employees' performnce at village offices in Kroya Subdistrict.
C. Work discipline has a negative effect on employees' performance at village offices in Kroya Subdistrict.

The limitation of this study is that the value of Adjusted R^2 is low, only 0.217 or only 21.7%. This means that employee performance variables that can be explained by communication, work environment and work discipline variables are 21.7% while the remaining 78.3% of other variables cannot be explained in this study.

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