

INFLUENCE COMPETENCE, WORK DISCIPLINE, AND INTERNAL COMMUNICATION ON THE PERFORMANCE OF THE EMPLOYEES OF THE KUNINGAN REGENCY REGIONAL SECRETARIAT

Donis Kadarisman¹, Ila Nurul Haidah²

^{1*} Sekolah Tinggi Ilmu Ekonomi Cirebon

Email^{1*} : doniskadarisman@gmail.com

ABSTRACT

This study aims to determine: How much influence Competence, Work Discipline and Internal Communication have on the performance of the employees of the Kuningan Regency Regional Secretariat either partially or simultaneously. Location of Research Regional Secretariat of Kuningan Regency. The population of the employees of the Kuningan Regency Regional Secretariat, Kuningan Regency, amounted to 164 people, the sample used the Slovin formula, the number of samples was 62 people. The research design uses a quantitative approach, survey method, with data analysis techniques using Multiple Linear Regression analysis. The results of this study indicate: 1) There is a positive and significant influence partially Competence on the Performance of the Regional Secretariat of Kuningan Regency Employees. The magnitude of the positive influence of competence on performance is 43.3%; 2) There is a positive and significant influence of work discipline partially on the performance of the employees of the Kuningan Regency Regional Secretariat. The magnitude of the influence of Work Discipline on Performance is 50.3%; 3) There is a positive and significant influence of Internal Communication partially on the Performance of the Regional Secretariat of Kuningan Regency Employees. The magnitude of the influence of Internal Communication on Performance is 54.9%; 4) There is a positive and significant effect of Competence, Work Discipline and Internal Communication simultaneously on the Performance of the Kuningan Regency Regional Secretariat Employees. The magnitude of the influence of Competence, Work Discipline, Internal Communication on Performance is 22.6%.

Keywords: *Competence, work discipline, internal communication, employee performance.*



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INTRODUCTION

Human resources are one of the determinants of the success of an organization. Human resources are all human beings involved in an organization in seeking the realization of the goals of the organization. Organizations need to know the various weaknesses and strengths of employees as a basis for correcting weaknesses and strengthening strengths in order to

improve employee performance and development so that employee performance in each agency must be optimized for the advancement of the agency. It can be said that human resources play an important role in the organization because human resources are the driving force for all efforts and activities that exist in the organization and also as a determinant of the running of the organization. Without people who have high performance it is impossible for the organization to achieve its goals.

Human resources can be defined as individuals who design and produce outputs in order to achieve the strategies and objectives that have been implemented by the organization. Without individuals who have expertise or components, it is impossible for organizations to achieve goals. Human resources are what make other resources work. (Fathoni: 2016). Sulistiyani (2017) suggests that "A person's performance is a combination of abilities, effort and opportunities that can be assessed from their work. Rivai (2016) suggests: "Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company".

Performance is basically what employees do or don't do. Organizations need to know the various weaknesses and strengths of employees as a basis for correcting weaknesses and strengthening strengths in order to improve employee performance and development so that employee performance in each agency must be optimized for the advancement of the agency. According to Sastrohadiwiryono (2015): what is meant by performance: "Is the implementation of plans that have been prepared". Sastrohadiwiryono (2015:) suggests performance indicators are: "1) Loyalty; 2) Work Performance; 3) Responsibility; 4) Obedience; 5) Honesty; 6) Cooperation; 7) Initiative; 8) Leadership. However, the performance of the employees of the Kuningan Regency Regional Secretariat still appears to have weaknesses, this can be seen from (Pre-research interview with Deputy Secretariat for May 2021: Hasil penilaian kinerja yang rendah bahwa kinerja Karyawan Sekretariat Daerah Kuningan yang termasuk kinerja sangat baik sebanyak 23 orang (14,02%). Kinerja Baik sebanyak 50 orang (30,49%). Enough performance as many as 84 people (51,22%). Poor performance as many as 7 people (4,27%).

It's not timely to finish work, especially now during the Pandemic a lot of time working fromhome, so a lot of work is neglected. Lack of responsibility at work. Lack of honesty in financial management related to their duties. Lack of cooperation with co-workers. Do not have new ideas in completing work. Lack of leadership spirit.

Performance is the result achieved by a person with all his efforts regarding all kinds of tasks and obligations that must be carried out in achieving the goals expected by his organization. One of the internal factors that exist in individual employees is competence. According to Wibowo (2017): "Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job." Competence is a person's ability to carry out a task or job and complete it properly based on the skills and knowledge they have. According to Wibowo (2017): "Competency variables used to measure competency are work experience, education, knowledge, skills".

Previous research by Soetrisno and Gilang (2018), resulted in the conclusion: "Competence has a positive and significant influence on employee performance at PT. Telekomunikasi Indonesia Tbk Witel Bandung by 51%, meaning that the competency variable has an influence on employee performance variables by 51% and the remaining 49% is influenced by other variables not examined in this study. The weak competency of the Kuningan Regional Secretariat employees is indicated by: There are still many employees whose educational level is not yet a Bachelor's degree with the education level of the Kuningan Regional Secretariat employees being high school graduates as many as 108 people (65.85%). 2 D3 graduates (1.22%). There were 50 S1 graduates (30.49%). There were 4 master graduates (2.44%). Employee education is not in accordance with the field of work. Employee knowledge is lacking because it is not accompanied by education or training that supports work. Work skills are not optimal (Pre-research interview with Deputy Secretariat in May 2021).

From the opinions of experts described in theory and supported by previous research, it is clear that competence affects performance. In addition to competency factors, discipline factors are also thought to affect performance. In addition to requiring competence in work, an employee must also have discipline in work. Employee work discipline in this case is the obedience of an employee to regulations relating to his obligations in carrying out duties in a particular organization. In the opinion of Saydam (2016): "Discipline is an attitude of willingness and willingness of a person to obey and comply with all the regulatory norms that apply around him". Saydam (2016) mentions aspects of work discipline, namely: "1) Attendance 2) Working Time 3) Compliance with orders 4). Compliance with the rules 5). Work productivity 6). use of uniforms."

Employees must have the motivation to improve their work discipline. Sastrohadiwiryo (2015): "Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behaviors. Thus, motives (needs, desires) encourage employees to act. Previous research by: Guslan (2019), resulted in the conclusion: "This research simultaneously (together) internal communication and work discipline have a significant effect on employee performance work discipline on employee performance."

From the opinions of experts described in theory and supported by previous research, it is clear that discipline affects performance. The fact that happened in the Regional Secretariat of Kuningan, employee discipline is still low, this can still be seen from: The attendance was not on time, even though the WFO (Work From Office) and WFH (Work From House) shift schedules had been given. attendance of employees of the Regency Regional Secretariat for the January-June 2021 period. In January there were 17 people who were absent (1 sick person, 6 people with permission, 10 people without explanation). In February 21 people were absent (1 sick person, 8 people with permission and 12 people without explanation). In March, 19 people were absent (11 people with permission and 8 people without explanation). In April, there were 24 people who were absent (7 people with permission and 17 people without explanation). In May, 9 people were absent (2 people were sick, and 7 people were without information). In June 14 people were absent (without explanation). The total number of employees of the

Kuningan Regency Regional Secretariat who were absent during January-June 2021 was 104 people (4 sick people, 32 people with permits and 68 people without information).

1. More silence at work
2. Lack of obedience to superiors' orders to finish work immediately.
3. Lack of compliance with organizational rules
4. Use of uniforms that do not comply with the provisions

(Pre-research interview with Deputy Secretariat in May 2021).

In addition to competence and discipline that affect performance, internal communication also affects performance. Communication is the thing that binds the unity of the organization. Communication helps organizational members achieve individual and organizational goals, respond to and implement organizational changes, coordinate organizational activities and play a role in almost all relevant organizational actions. Wursanto (2015) stated: "Internal communication is communication that takes place within an organization, so this communication only occurs within the organization's own environment." Wursanto (2015), "Clustering communication into three different directions, namely vertical, horizontal and diagonal". Communication is the thing that binds the unity of the organization. Communication helps organizational members achieve individual and organizational goals, respond to and implement organizational changes. This is where communication is needed to form and build social relationships, as actions driven by human desires to form self-concepts, understand life, sustain life, feel secure, desire to share, or find meaning. This can be fulfilled only if individuals build social relations through communication. Mom (2016).

Internal communication within the organization is needed, this is due to building and maintaining a mutually beneficial relationship between the organization and employees. Previous research by Udayanto, Bagia, Yulianthini (2015) resulted in conclusions: "Internal communication and work discipline on employee performance, internal communication on work discipline, internal communication on employee performance, and work discipline on employee performance at PT Coca-cola Distribution Indonesia SO Singaraja. From the opinions of experts described in theory and supported by previous research, it is clear that internal communication affects performance. The weak internal communication network at the Kuningan Regional Secretariat is illustrated by the Source: the Kuningan Regional Secretariat HR Section (2021):

1. Lack of briefing from the leadership as a means of communication. Official Task Briefings at the Regional Secretariat of Kuningan Regency in 2021 in January took place 1 time, no February and March, 2 times in April, 1 time in May and 1 time in June.
2. Lack of harmonious communication between leaders and subordinates, especially at low level managers
3. Lack of harmony between units
4. There is no reprimand for employees who violate the rules of working time.

(Pre-research interview with Deputy Secretariat in May 2021).

METHOD

This research uses a quantitative approach using the survey method to explain the relationship of influencing and being influenced by the variables to be studied. Using a quantitative approach because the data to be used to analyze the relationship between variables is expressed by numbers or a numerical scale (Sugiyono: 2014). This study analyzes competence, discipline, internal communication and performance. The population in this study were all employees of the Regional Secretariat of Kuningan Regency, totaling 164 people. In this study, the authors determined the number of samples using the Slovin formula from Umar, Husein (2015), namely:
$$n = \frac{N}{1 + N(e)^2}$$

Information :

n = Sample Size

N = Population Size

e = Percentage of inaccuracy due to sampling error that can be tolerated or allowed (10%).

Furthermore, it can be calculated the size of the sample in this study, namely as follows:

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ n &= \frac{164}{1 + 164(0,1)^2} \\ &= \frac{164}{1 + 1,64} \\ &= \frac{164}{2,64} = 62,12 \quad = 62 \end{aligned}$$

The technique used in sampling in this study is by means of proportionate stratified random sampling. According to Sugiyono (2014) states that "Proportionate stratified random sampling is a technique used when the population has members/elements that are not homogeneous and proportionally stratified".

Table 1. Variable Operational Definitions and their measurements

Variable	Dimension	Indicator	Item	Measurement
Competency (X1)	Competency Measurement	1. work experience	1,2	Likert Model
		2. education,	3,4	Attitude
		3. knowledge	5,6,7,8	Scale
		4. skills	9,10	
Sumber : Wibowo (2017)				

Variable	Dimension	Indicator	Item	Measurement
Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Source: Wibowo (2017)	Aspects of work discipline Source : Saydam (2016)	1. Presence 2. Working Time 3. Obedience to orders 4. Compliance with the rules 5. Work productivity 6. Wear uniforms	1,2 3,4 5,6 7,8 9 10	Likert Model Attitude Scale
Work Discipline (X2) Discipline is the attitude of a person's willingness and willingness to obey and comply with all the norms of regulations that apply around him. Source: Saydam (2016)	1. Vertical communication 1. horizontal communication 2. Diagonal communication Source : Wursanto (2015)	1. Reports 2. Complaints 3. Opinion 1. Memo/note in 2. Manual 3. Command 4. Reprimand 5. Compliments 1. Cooperation between fields 2. Completion of cross-sectoral tasks	1 2 3 4 5 6 7 8 9 10	Likert Model Attitude Scale
Internal Communication (X3)	Performance measurement Source : Sastrohadiwiryono (2015).	1) Loyalty; 2) Work Performance; 3) Responsibility; 4) Obedience; 5) Honesty; 6) Cooperation; 7) Initiative; 8) Leadership.	1 2 3 4 5 6,7 8 9,10	Likert Model Attitude Scale

RESULTS AND DISCUSSION

a. Validity test

Testing the validity of the instrument with a significance level of 0.05 (5%). With the testing criteria, if the significance level is less than 0.05, then the research instrument items are declared valid. The results of the validity test of all research instrument items for variables X1, X2, X3 and variable Y are presented in the following table:

Table 2. Validity Test Results

Competence			Work Dicipline			Internal Communication			Performance		
Item	Pearson Correlation	Note	Item	Pearson Correlation	Note	Item	Pearson Correlation	Note	Item	Pearson Correlation	Note
X1.1	,762**	Valid	X2.1	,783**	Valid	X3.1	,561**	Valid	Y1.1	,661**	Valid
X1.2	,729**		X2.2	,695**		X3.2	,790**		Y1.2	,706**	
X1.3	,733**		X2.3	,807**		X3.3	,683**		Y1.3	,769**	
X1.4	,686**		X2.4	,621**		X3.4	,757**		Y1.4	,654**	
X1.5	,480**		X2.5	,418**		X3.5	,615**		Y1.5	,647**	
X1.6	,420**		X2.6	,733**		X3.6	,489**		Y1.6	,649**	
X1.7	,669**		X2.7	,568**		X3.7	,707**		Y1.7	,767**	
X1.8	,598**		X2.8	,692**		X3.8	,493**		Y1.8	,648**	
X1.9	,744**		X2.9	,643**		X3.9	,590**		Y1.9	,578**	
X1.10	,439**		X2.10	,410**		X3.10	,642**		Y1.10	,671**	

Based on data from table 2 of the 10 question items the significance level is less than 0.05, then the 10 instruments of the four research variables are declared valid, so they can be used for research.

b. Reliability test

To give an interpretation of the reliability test of the instrument, refer to the following table: The results of the reliability test of the variables X1, X2, X3 and variable Y, obtained the reliability coefficient values as follows:

Table 3. Reliability calculation results

Variable	Reliability	Note	Category
Competence	0,836	Reliable	High
Work Discipline	0,844	Reliable	Middle
Internal Communications	0,836	Reliable	High

Performance	0,867	Reliable	High
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Based on table 3, the Cronbach Alpha reliability coefficient value for variable X1 is 0.836 for variable X2 is 0.844 for variable X3 is 0.836 and variable Y is 0.867. Thus the research instrument of all variables is reliable and can be used in research.

2. Classical Assumption Test

a. Data Normality Test

To test whether the data is normal, the researcher performs calculations using the Chi-Square Test model, provided that if the significance level is greater than 0.05, then the data is normally distributed. The basis for decision making in the normality test is:

- If sig. (significance) < 0.05, then the data is not normally distributed.
- If sig. (significance) > 0.05, then the data is normally distributed. (Arikunto: 2017).

The results of the calculation of the data normality test are as follows:

Tabel 4. Hasil perhitungan uji normalitas

Test Statistics				
	KOMPETENSI	DISIPLIN KERJA	KOMUNIKASI INTERNAL	KINERJA
Chi-Square	15,903 ^a	9,226 ^b	13,677 ^c	14,419 ^c
df	20	23	22	22
Asymp. Sig.	,723	,995	,913	,886

a. 21 cells (100,0%) have expected frequencies less than 5. The minimum expected cell frequency is 3,0.

b. 24 cells (100,0%) have expected frequencies less than 5. The minimum expected cell frequency is 2,6.

c. 23 cells (100,0%) have expected frequencies less than 5. The minimum expected cell frequency is 2,7.

Berdasarkan perhitungan diatas uji normalitas data variabel X₁ (Kompetensi) didapat nilai Chi-kuadrat $\chi^2_{hitung} = 15,903$ sedangkan nilai χ^2_{tabel} pada taraf nyata 0,05 dan df = 20 didapat $\chi^2_{(0,05)(20)} = 31,410$. Dengan demikian nilai $\chi^2_{hitung} = 15,903 < \chi^2_{tabel} = 31,410$. Karena probabilitas di atas 0,05 ($0,723 > 0,05$) maka distribusi variabel X₁ adalah normal.

Sementara uji normalitas data variabel X₂ (Disiplin Kerja) didapat nilai Chi-kuadrat $\chi^2_{hitung} = 9,226$ sedangkan nilai χ^2_{tabel} pada taraf nyata 0,05 dan df = 26 didapat $\chi^2_{(0,05)(23)} = 35,172$. Dengan demikian nilai $\chi^2_{hitung} = 9,226 < \chi^2_{tabel} = 35,172$. Karena probabilitas di atas 0,05 ($0,995 > 0,05$) maka distribusi variabel X₂ (Disiplin Kerja) adalah normal.

Sementara uji normalitas data variabel X₃ (Komunikasi Internal) didapat nilai Chi-kuadrat $\chi^2_{hitung} = 13,677$ sedangkan nilai χ^2_{tabel} pada taraf nyata 0,05 dan df = 22 didapat $\chi^2_{(0,05)(22)} = 33,924$. Dengan demikian nilai $\chi^2_{hitung} = 13,677 < \chi^2_{tabel} = 33,924$. Karena

probabilitas di atas 0,05 ($0,913 > 0,05$) maka distribusi variabel X_3 (Komunikasi Internal) adalah normal.

Selanjutnya uji normalitas data variabel Y (Kinerja) didapat nilai Chi-kuadrat $\chi^2_{hitung} = 14,419$ sedangkan nilai χ^2_{tabel} pada taraf nyata 0,05 dan $df = 22$ didapat $\chi^2_{(0,05)(22)} = 33,924$. Dengan demikian nilai $\chi^2_{hitung} = 14,419 < \chi^2_{tabel} = 33,924$. Karena probabilitas di atas 0,05 ($0,886 > 0,05$) maka distribusi variabel Y (Kinerja) adalah normal.

Dengan demikian, hasil uji normalitas menunjukkan bahwa data ketiga variabel tersebut berdistribusi normal.

a. Uji Multikolinearitas

Uji multikolinieritas dengan melihat nilai *inflation factor* (VIF) pada model regresi. Jika VIF lebih besar dari 5, maka variabel tersebut mempunyai persoalan multikolinieritas dengan variabel bebas lainnya.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competence	,419	2,386
	Work Discipline	,379	2,641
	Internal Communications	,298	3,351

From the results of table 5 it is known that the Variance Inflation Factor (VIF) values of the three variables namely Competence is 2.386, Work Discipline is 2.641 and Internal Communication is 3.351 less than 5, so that between independent variables there is no problem of multicollinearity.

3. Hipotesys test

a. T Test

1) The Effect of Competence (X1) on Performance (Y)

To determine the magnitude of the influence of Competence (X1) individually (partially) on Performance (Y) it can be seen from the t value in the Coefficients table below with the testing criteria if the significance level is less than 0.05, then the hypothesis is accepted. The results of testing the hypothesis are as follows:

Tabel 6. Hipotesys (t) Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,359	4,489		4,758	,000
	Competence	,433	,172	,437	2,510	,015

Work Discipline	,503	,189	,488	2,669	,010
Internal Communications	,549	,235	,482	2,336	,023

Based on table 6, the results of the t test show that the t-value of the Competency variable (X1) has a p-value of 0.015 <0.05, meaning that the distribution is significant, the B value is 0.433, this means that 43.3% of performance is influenced by competence, while the rest 56.7% influenced by other factors. Work Discipline (X2) has a p-value of 0.010 <0.05 meaning significant, while tcount 2.669> from ttable 2.001 means significant, B value of 0.503, this means that 50.3% of performance is affected by work discipline, while the rest is 49.7% influenced by other factors. The Internal Communication Variable (X3) has a p-value of 0.023 <0.05 meaning it is significant, the B value is 0.549, this means that 54.9% of performance is influenced by Internal Communication, while the remaining 45.1 is influenced by other factors.

b. Multiple Regression Analysis

To find out the regression equation can be seen from table 6 above. Based on the table shows the multiple linear regression equation:

$$Y = 21,359 + 0,433x1 + 0,503X2 + 0,549X3 + \varepsilon$$

The equation states that every addition of X1, X2 and X3 by 1 will increase Y by 0.433 and 0.503 and 0.549, meaning that every increase in Competence, Work Discipline and Internal Communication by 1, will increase Performance by 0.433 and 0.503 and 0.549.

c. Coefficient of Determination

Table 8. Coefficient of Determination

Model Summary ^b					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	,514 ^a	,264	,226	6,20695	1,476
a. Predictors: (Constant), Internal Communication, Competence, Work Discipline					
b. Dependent Variable: Performance					

From table 8 it can be seen that the Adjusted R Square is 0.226, this means that 22.6% of performance is influenced by Competence, Work Discipline, Internal Communication, while the remaining 77.4% is influenced by other factors.

DISCUSSION

After processing and analyzing the data obtained from the answers to the questionnaire distributed to the respondents regarding the influence of Competence, Work Discipline, Internal Communication on Performance and the following description is obtained:

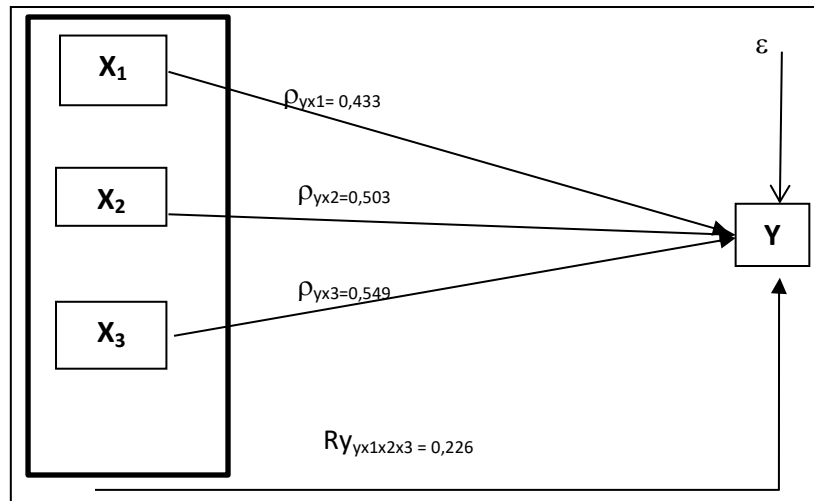


Figure 2. Research Variable Influence Diagram

Information :

X₁ = Competency

X₂ = Work Discipline

X₃ = Internal Communication

Y = Performance

The Effect of Competence on Performance

Partial testing of the effect of Competence on Performance shows that the Competency variable can predict Performance. A significance value of $0.015 < 0.05$ means that the distribution is significant, while $t_{count} 2.510 > t_{table} 2.001$ means it is significant. This means "There is a positive and significant effect of competence partially on the Performance of Regional Secretariat Employees of Kuningan Regency". The magnitude of the positive influence of Competence on Performance is 43.3%.

According to Sastrohadiwiryono (2015): what is meant by performance: "Is the implementation of plans that have been prepared". Performance is the result achieved by a person with all his efforts regarding all kinds of tasks and obligations that must be carried out in achieving the goals expected by his organization. One of the internal factors that exist in individual employees is competence. This is because competence is one of the capital to achieve effective performance. An excellent employee is an employee who demonstrates competence at a higher level of the scale, with greater frequency, and with better results than an ordinary or average employee.

According to Wibowo (2017): "Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job." According to Simamora (2017) Factors that influence the performance of internal factors (dispositional), namely: "Factors associated with a person's traits. For example, someone's performance is good because they have high abilities and someone is a hard worker, while someone has bad performance because that person has efforts to improve his abilities.

Previous research by Soetrisno and Gilang (2018), with the title: "The Influence of Competence on Employee Performance (Study at PT. Telekomunikasi Indonesia Tbk Witel Bandung)", resulted in the conclusion: "Competence has a positive and significant influence on employee performance at PT. Telekomunikasi Indonesia Tbk Witel Bandung by 51%, meaning that the competency variable has an influence on employee performance variables by 51% and the remaining 49% is influenced by other variables not examined in this study.

From the opinions of experts described in theory and supported by previous research, it is clear that competence affects performance. According to respondents' perceptions, the competence of the Regional Secretariat Employees of Kuningan Regency was obtained from the highest questionnaire number, namely item number 8, an indicator of knowledge, which shows that the Employees of the Regional Secretariat of Kuningan Regency have sufficient intellectual ability so that they easily absorb the knowledge provided. While the weakness of the Kuningan Regency Regional Secretariat Employees is indicated by the questionnaire item number 10 skills indicators, which shows: Kuningan Regency Regional Secretariat employees do not fully have the skills to complete the job.

Effect of Work Discipline on Performance

Partial testing of the effect of the Work Discipline variable on Performance shows that Work Discipline can positively predict performance. A significance value of $0.010 < 0.05$ means significant, while $t_{count} 22.669 > t_{table} 2.001$ means significant. Thus accepting the hypothesis: "There is a positive and significant effect of work discipline partially on the performance of the Regional Secretariat Employees of Kuningan Regency". The magnitude of the effect of Work Discipline on Performance is 50.3%.

Referring to the research hypothesis which reveals that "There is a positive and significant influence of work discipline partially on the performance of the Regional Secretariat Employees of Kuningan Regency", which means that to improve performance one can do with work discipline. In addition to requiring competence in work, an employee must also have discipline in work. Discipline problems are a complicated problem that is faced especially in an organization. In the opinion of Saydam (2016): "Discipline is an attitude of willingness and willingness of a person to obey and comply with all the regulatory norms that apply around him". Previous research by: Guslan (2019), with the title: "The Influence of Internal Communication and Work Discipline on Employee Performance at PT Indonesia Power Up Saguling", resulted in the conclusion: "This research simultaneously (together) internal

communication and work discipline have an effect on significant effect on employee performance work discipline on employee performance”.

From the opinions of experts described in theory and supported by previous research, it is clear that discipline affects performance. The work discipline of the Kuningan Regency Regional Secretariat employees who have been good from the respondents' answers is shown by the highest score in questionnaire number 8. While the weakness of Work Discipline is shown in item number 10 of the uniform use indicator, which shows that not all employees of the Kuningan Regency Regional Secretariat are neatly dressed at work.

The Effect of Internal Communication on Performance

Partial testing of the effect of Internal Communication on Performance shows that Internal Communication can predict performance. A significance value of $0.023 < 0.05$ means significant, while $t_{count} 2.336 > t_{table} 2.001$ means significant. Thus it is known that the previously formulated hypothesis which states "There is a positive and significant influence of Internal Communication partially on the Employee Performance of the Regional Secretariat of Kuningan Regency" is proven. Or in other words, Internal Communication can predict increased performance. The magnitude of the influence of Internal Communication on Performance is 54.9%.

Referring to the research hypothesis which reveals that "There is a positive and significant effect of Internal Communication partially on the Performance of the Regional Secretariat Employees of Kuningan Regency", which means that to improve performance can be done with Internal Communication. Communication is the thing that binds the unity of the organization. Communication helps organizational members achieve individual and organizational goals, respond to and implement organizational changes, coordinate organizational activities and play a role in almost all relevant organizational actions. Wursanto (2015) stated: "Internal communication is communication that takes place within an organization, so this communication only occurs within the organization's own environment." Wursanto (2015), "Clustering communication into three different directions, namely vertical, horizontal and diagonal".

Previous research by Udayanto, Bagia, Yulianthini (2015) with the title: "The Influence of Internal Communication and Work Discipline on Employee Performance at PT Coca-Cola", resulted in the conclusion: "Internal communication and work discipline on employee performance, internal communication on work discipline, internal communication on employee performance, and work discipline on employee performance at PT Coca-cola Distribution Indonesia SO Singaraja". While the weakness of Internal Communication of the Regional Secretariat Employees of Kuningan Regency is indicated by the questionnaire item number 8 of the praise indicator, which shows that the Leader does not always give praise to employees who excel.

The Influence of Competence, Work Discipline, Internal Communication on Performance

Testing together Based on the table of the results of the ANOVA test or F test, the Fcount is 6.947 with a significance level of 0.000. This means that the variables of Competence, Work Discipline and Internal Communication influence performance simultaneously (simultaneously). The results of the F test have a p-value of 00.000 < 0.05, which means it is significant. Thus the hypothesis that has been formulated earlier which states that "There is a positive and significant effect of Competence, Work Discipline and Internal Communication simultaneously on Employee Performance at the Regional Secretariat of Kuningan Regency" is accepted or proven. The magnitude of the influence of Competence, Work Discipline, Internal Communication on Performance is 22.6%.

Referring to the research hypothesis which reveals that "There is a positive and significant effect of Competence, Work Discipline and Internal Communication simultaneously on Employee Performance at the Regional Secretariat of Kuningan Regency", meaning that improving performance can be done with competence, work discipline, conducive internal communication. Organizations need potential human resource factors, both leaders and employees, in the pattern of tasks and supervision which is a determinant of achieving company goals. Therefore it is necessary to support competence and work discipline in order to improve the performance of these employees.

Previous research by Samiran, Winarti, & Harnoto (2019), with the title: "The Influence of Internal Communication and Competence on Employee Performance with Work Ethics as a Mediation Variable at the Grobogan District Land Office", concluded: "Competence has a significant positive effect on work ethic Work ethic has a significant effect positive effect on employee performance. Internal communication has a significant positive effect on employee performance. Competence has a significant positive effect on employee performance. It can be interpreted that the better the competency is performed, the better the employee performance. From expert opinion and supported by previous research, it appears that competence, work discipline, internal communication affect performance.

CONCLUSION

There is a positive and significant effect of competence partially on the Performance of the Regional Secretariat of Kuningan Regency Employees. The magnitude of the positive influence of Competence on Performance is 43.3%.

1. There is a positive and significant effect of work discipline partially on the performance of the Kuningan Regency Regional Secretariat Employees. The magnitude of the effect of Work Discipline on Performance is 50.3%.
2. There is a positive and significant effect of Internal Communication partially on the Performance of the Regional Secretariat Employees of Kuningan Regency. The magnitude of the influence of Internal Communication on Performance is 54.9%.
3. There is a positive and significant effect of Competence, Work Discipline and Internal Communication simultaneously on the Employee Performance of the Regional

Secretariat of Kuningan Regency. The magnitude of the influence of Competence, Work Discipline, Internal Communication on Performance is 22.6%.

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