

Employee Performance in UPT Market Region IV Klaten Regency

Aris Muwardi^{1*}, Istiatin², Sudarwati³

¹²³ Program Studi Magister Ilmu Manajemen, Program Pascasarjana (Pps), Universitas Islam Batik Surakarta, Indonesia

*email: arismuwardi17@gmail.com

ABSTRACT

This study used a quantitative descriptive approach. The author chooses to use quantitative descriptive methods to determine the amount of influence and significance between leadership, communication, discipline, and motivation variables on employee performance. The research was conducted to determine the influence of leadership, communication, discipline, and motivation on employee performance in the Market Retribution of UPT Pasar Region IV Klaten Regency. The method used is the census method and the sample obtained is 48 respondents and the data analysis used is multiple linear regression test. Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded as follows leadership has a positive and significant effect on employee performance, communication has a positive and significant effect on employee performance, discipline has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance.

ABSTRAK

Kata Kunci:
*kepemimpinan,
komunikasi,
kedisiplinan, dan
motivasi, kinerja
pegawai*

Penelitian ini menggunakan pendekatan deskriptif kuantitatif. Penulis memilih menggunakan metode deskriptif kuantitatif untuk mengetahui besaran pengaruh serta signifikansi antara variabel kepemimpinan, komunikasi, kedisiplinan, dan motivasi terhadap kinerja pegawai. Penelitian dilakukan untuk mengetahui pengaruh kepemimpinan, komunikasi, kedisiplinan, dan motivasi terhadap kinerja pegawai pada Retribusi Pasar UPT Pasar Wilayah IV Kabupaten Klaten. Metode yang digunakan adalah metode sensus dan diperoleh sampel sebanyak 48 responden dan analisis data yang digunakan adalah uji regresi linier berganda. Berdasarkan hasil pengujian hipotesis dan pembahasan yang telah dilakukan maka dapat disimpulkan sebagai berikut kepemimpinan berpengaruh secara positif dan signifikan terhadap kinerja pegawai, komunikasi berpengaruh secara positif dan signifikan terhadap kinerja pegawai, kedisiplinan berpengaruh secara positif dan signifikan terhadap kinerja pegawai, motivasi berpengaruh secara positif dan signifikan terhadap kinerja pegawai.

INTRODUCTIONS

Human Resource Management (HRM) has an obligation to build conducive behavior of employees. In addition, HR management also has the task to create the best performance for the company and employees. Human resource management recognizes the importance of the organization's workforce as the main human resource that contributes to the achievement of organizational goals and provides assurance that the implementation of organizational functions and activities is carried out effectively and fairly for the benefit of individuals, organizations and society. Therefore, human resources must be managed in such a way that they are effective and successful in achieving the mission and goals of the organization.

There is a close relationship between individual performance and organizational performance. In other words, if employee performance is good, then most likely the organization's performance is also good. The organization must really pay attention to its human resource factors. One of the most important things in the task of human resource management is to create good leadership, communication, discipline, and motivation. Leadership, communication, discipline, and motivation are needed for a company in relation to making it easier and smoother for the company to achieve its goals.

Performance is the result of a job that is structured based on the employee's time and place. Performance creates an outcome that can be achieved by a person or group in work that starts from the earliest process to the end. Employee performance is a reflection of organizational performance, where the organization achieves its goals with good or bad results depending on the performance of its employees (Dewi et al., 2023). Performance is a benchmark to see how high the level of success in carrying out a work process to achieve organizational goals (Rachmawati & Frianto, 2022). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Siahaan & Masriah, 2022).

Leadership is a process of influencing, which influences the interpretation of events for followers who explain that the activity of leadership is basically to be able to influence all activities related to the work of group members to achieve organizational goals. Effective leadership is one that can improve employee performance to achieve the success goals of an organization (Radiansyah & Rahman, 2022). Leadership is the behavior of a leader influencing the behavior of subordinates who aim to encourage work passion, job

satisfaction and high employee productivity, in order to achieve maximum organizational goals. A leader or head of an organization will be recognized as a leader if he can have influence and is able to direct his subordinates towards achieving organizational goals (Priatna & Aliafifah, 2022).

Communication becomes a process of exchanging information between individuals through an ordinary (usual) system, either with symbols, signals or behavior or actions. Communication makes the process of transferring understanding in the form of ideas or information from one person to another. Communication can basically be viewed from various dimensions. If viewed as a process, communication is an activity of sending and receiving messages that take place dynamically (Misrania & Maryadi, 2022). Communication is a key tool for perfecting relationships within organizations. The absence of communication will lead to misunderstanding, and if left unchecked will affect the life of the organization, both leaders and employees within the agency itself.

Work discipline is a management action to encourage members of the organization to meet the demands of various conditions. The organization applies work discipline in order to produce employee performance in accordance with predetermined standards. Work discipline can move employees to produce work that meets organizational standards (Pandiangan & Sudjiman, 2022). Discipline makes an attitude, behavior and actions that are in accordance with the regulations of the company whether written or not. Work discipline becomes a tool used by leaders to communicate with employees or employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of someone to obey all applicable rules and social norms. Employee discipline requires communication tools, especially in specific warnings to employees who do not want to change their nature and behavior (Ningrum et al., 2020).

Motivation is something that arises from within a person that can encourage to do or achieve certain things or goals. Motivation can be said to be something that triggers a person to improve their performance (Rachmawati & Frianto, 2022). Motivation is a condition that moves employees to be able to achieve the goals of their motives. Motivation is given to employees with the aim of providing encouragement from inside and outside so that employees have enthusiasm and increase their sense of responsibility for their work to the maximum (Putri & Astuti, 2022). The research was conducted on

all employees at the Market Retribution UPT Pasar Region IV Klaten Regency which is addressed at Jl. Pedan – Cawas Noyotrunan Cawas Klaten Zip Code 57463.

RESEARCH METHOD

A. Type of Research

This study used a quantitative descriptive approach. Quantitative research as a scientific method because it has fulfilled scientific principles, namely concrete or empirical, objective, measurable, rational and systematic (Sugiyono, 2019: 7). The author chooses to use quantitative descriptive methods to determine the amount of influence and significance between leadership, communication, discipline, and motivation variables on employee performance.

B. Location

The research was conducted on all employees at the Market Retribution UPT Pasar Region IV Klaten Regency which is addressed at Jl. Pedan – Cawas Noyotrunan Cawas Klaten Zip Code 57463. The research time was carried out for 3 months.

C. Population and Sample

Population is the overall subject of research (Arikunto, 2019: 173). The population in all employees working in the Market Retribution UPT Pasar Region IV Klaten Regency is 48 people. The sample is a portion or representative of the population to be studied (Arikunto, 2019: 179). The number of samples taken was 48 people or respondents.

D. Sampling Technique

Sampling technique is a sampling technique. To determine the sample in the study, there are various sampling techniques used (Sugiyono, 2019: 118). The sampling technique used in this study is the census technique. The census method is a sampling technique when all members of the population are used as samples.

E. Data Processing Techniques

The data processing technique in this study is Multiple Linear Regreesion which is processed using SPSS 25 software. The regression equation model used is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Information:

Y : Employee Performance Variables

X₁ : Leadership Variables

X₂ : Communication Variables

X₃ : Discipline Variables

X₄ : Motivation Variables

α : constant

β₁, β₂, β₃, β₄: Correlation Coefficient

e : error term confounding error

RESULT AND DISCUSSION

1. Multiple Linear Regression Test

Table 1. Multiple Linear Regression Results

No	Variabel	Unstandardized B	Description
1	(Constant)	0,033	Positive
2	Leadership	0,279	Positive
3	Communication	0,242	Positive
4	Discipline	0,252	Positive
5	Motivation	0,223	Positive

Source: Primary data processed 2023

Based on the table 1, it can be seen that the regression equation formed is

$$Y = 0,033 + 0,279 X_1 + 0,242 X_2 + 0,252 X_3 + 0,223 X_4$$

From the equation it can be explained that:

a. Constant (a)

This means that if leadership, communication, discipline, and motivation are considered constant, then employee performance is positive.

b. Leadership Coefficient (b1)

This means that if leadership increases, employee performance will increase.

c. Communication Coefficient (b2)

This means that if communication improves, then employee performance increases.

d. Coefficient of Discipline (b3)

This means that if discipline increases, then employee performance increases

e. Coefficient of Motivation (b4)

This means that if motivation increases, then employee performance increases and increases.

2. Goodnes of Fit Test

Table 2. Model Test Results

Model	F _{hitung}	F _{tabel}	Sig.	Standar	Description
Regression	13,327	2,59	0,000	0,05	Decent Model

Source: Primary data processed 2023

From the feasibility test results of the model, $F_{\text{calculate}} > F_{\text{table}}$ was obtained at $13.327 > 2.59$ with a significant of 0.000, meaning that this analysis is significant with a level of significance of less than 0.05, then H_0 is rejected and H_a is accepted. In other words, there is an influence between leadership, communication, discipline, and motivation simultaneously and significantly on the performance of employees of the Market Retribution UPT Pasar Region IV Klaten Regency and meets the model feasibility test..

3. Test the Hypothesis

Table 3. Hypothesis Testing Results

Hipotesis	t _{hitung}	t _{tabel}	Sig.	Standar	Description
H1	2,761	2,017	0,008	0,05	Accepted
H2	2,333	2,017	0,024	0,05	Accepted
H3	2,255	2,017	0,029	0,05	Accepted
H4	2,205	2,017	0,033	0,05	Accepted

Source: Primary data processed 2023

Based on the results of the t test in the table 3, it can be explained in the following hypotheses:

- a. The Influence of Leadership on Employee Performance
The leadership variable has a calculated value of $> t_{\text{table}}$ ($2.761 > 2.017$) and a significance of $0.008 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of leadership on employee performance in the Market Retribution of UPT Pasar Region IV Klaten Regency.
- b. Effect of Communication on Employee Performance
The communication variable has a calculated value of $> t_{\text{table}}$ ($2.333 > 2.017$) and a significance of $0.024 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of communication on employee performance in the Market Levy of UPT Market Region IV Klaten Regency.

- c. The Effect of Discipline on Employee Performance
 The discipline variable has a calculated value of $> t_{table}$ ($2.255 > 2.017$) and a significance of $0.029 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of discipline on employee performance in the Market Retribution of UPT Pasar Region IV Klaten Regency.
- d. The Effect of Motivation on Employee Performance
 The motivation variable has a calculated value of $> t_{table}$ ($2.205 > 2.017$) and a significance of $0.033 < 0.05$ then H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of motivation on employee performance in the Market Retribution of UPT Pasar Region IV Klaten Regency.

4. Test Coefficient of Determination (R²)

Table 4. Results of the Coefficient of Determination

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0,744	0,554	0,512	1,47306

Source: Primary data processed 2023

Based on the calculation results, an adjusted R square value of 0.512 is obtained. This means that the variables of leadership, communication, discipline, and motivation contribute to employee performance by 51.2% while the remaining 48.2% is explained by other variables that are not proposed in this study such as: workload, work experience, education and others.

DISCUSSION

1. The influence of leadership on employee performance in the Market Levy of UPT Pasar Region IV Klaten Regency.

Based on the tests presented in Table IV.9 shows that leadership has a positive and significant effect on employee performance. These results prove that the higher the leadership, the employee performance will experience a real increase. This research is in line with previous research conducted by (Radiansyah & Rahman, 2022); (Gurning & Irvan, 2022) leadership has a positive and significant effect on employee performance.

The results showed that leadership variables had a significant positive effect on the performance of market levy employees in UPT Pasar Region IV Klaten. This indicates that the better the leadership, the better the performance of market levy employees in UPT Region IV Klaten. For this reason, it is necessary to improve the

quality of leadership by orienting to provide well-implemented direction, increase good supervision, improve the quality of consultation, delegation of authority, increase example and increase empathy.

2. The effect of communication on employee performance in the Market Levy of UPT Market Region IV Klaten Regency.

Based on the tests presented in Table IV.9 shows that communication has a positive and significant effect on employee performance. These results prove that the higher the communication, the performance of employees will increase markedly. This research is in line with previous research conducted by (Misrania & Maryadi, 2022); (Bani, 2022) Communication has a positive and significant effect on employee performance.

The results showed that the communication variable had a significant positive effect on the performance of market levy employees in UPT Pasar region IV Klaten. This indicates that the better the communication, it will improve the performance of Market levy employees in UPT Pasar region IV Klaten, therefore, UPT Pasar region IV Klaten needs to improve communication quality by improving communication procedures, improving the quality of communication media, increasing communication effectiveness, increasing information clarity, increasing attention given by leaders to cohesive communication between employees.

3. The effect of discipline on employee performance in the Market Retribution of UPT Pasar Region IV Klaten Regency

Based on the tests presented in Table IV.9 shows that discipline has a positive and significant effect on employee performance. These results prove that the higher the discipline, the performance of employees will increase markedly. This research is in line with previous research conducted by (Pandiangan & Sudjiman, 2022); (Ningrum et al., 2020) discipline has a positive and significant effect on employee performance.

The results showed that discipline variables had a significant positive effect on the performance of market levy employees in UPT Pasar region IV Klaten. This indicates that the better the discipline, the better the performance of market levy employees in UPT Pasar region IV Klaten. For this reason, it is necessary to improve discipline by increasing the rate of absenteeism, obedience, absenteeism.

4. The effect of motivation on employee performance in the Market Levy of UPT Market Region IV Klaten Regency.

Based on the tests presented in Table IV.9 shows that motivation has a positive and significant effect on employee performance. These results prove that the higher the motivation, the employee performance will increase markedly. This research is in line with previous research conducted by (Rachmawati & Frianto, 2022); (Priatna & Aliafifah, 2022) motivation has a positive and significant effect on employee performance.

The results showed that the motivation variable had a significant positive effect on the performance of Market levy employees in UPT Pasar region IV Klaten. This indicates that the higher the motivation, the higher the performance of Market Retribution employees in UPT Pasar region IV Klaten. UPT Pasar region 4 Klaten needs to increase motivation by increasing bonuses / incentives, increasing the quality of office policies, increasing job certainty, improving working conditions, improving supervisor relationships, improving relationships with colleagues.

CONCLUSION

Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded as follows:

1. Leadership has a positive and significant effect on employee performance.
2. Communication has a positive and significant effect on employee performance.
3. Discipline has a positive and significant effect on employee performance.
4. Motivation has a positive and significant effect on employee performance.

REFERENCES

- Arikunto. (2019). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta : Rineka Cipta.
- Bani, M. P. (2022). Pengaruh Komunikasi Internal dan Motivasi Kerja Terhadap Kinerja Pegawai. *Jurnal Inspirasi Ekonomi*, 4(2), 1–23.
- Dewi, L. N., Suhaeli, D., & Hidayati, L. A. (2023). Pengaruh Kemampuan Kerja, Motivasi Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Empiris pada Puskesmas Kecamatan Candimulyo). *Borobudur Management Review*, 3(1), 14-31.

- Gurning, S., & Irvan, I. (2022). Pengaruh Kepemimpinan Terhadap Kinerja Pegawai Melalui Kepuasan Kerja dan Pemberdayaan pada Dinas Pendidikan Kabupaten Dairi. *Jurnal Manajemen Pendidikan Dasar, Menengah Dan Tinggi [JMP-DMT]*, 3(2), 57–65.
- Misrania, Y., & Maryadi, Y. (2022). Pengaruh Disiplin Kerja dan Komunikasi terhadap Kinerja Pegawai pada Kantor Sekretariat Daerah Kota Pagar Alam. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis*, 10(1), 518–525.
- Ningrum, A. S., Husen, S., Rumasukun, M. R., Idrus, A., & Daerlan, S. (2020). Pengaruh Motivasi Kerja, Disiplin Kerja, dan Iklim Kerja Terhadap Kinerja Pegawai pada Kantr Distrik Navigasi Kelas II Jayapura. *Jurnal IKESMA*, 7(2), 661–668.
- Pandiangan, K. M., & Sudjiman, L. S. (2022). Pengaruh Disiplin dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Ultra Jaya Milk Industri pada Tahun 2022. *INTELEKTIVA-Jurnal Ekonomi, Sosial Dan Humaniora*, 3(10), 13–21.
- Priatna, I. A., & Aliafifah, A. (2022). Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan pada PT Galaxy Partani Mas Kota Tangerang. *Jurnal Perkusi*, 2(2), 262–267.
- Putri, R. W., & Astuti, P. (2022). Pengaruh Pelatihan dan Motivasi Kerja Terhadap Kinerja Karyawan. *Journal of Applied Managerial Accounting*, 12(1), 1–15. <https://doi.org/10.30871/jama.v2i1.726>
- Rachmawati, N. A., & Frianto, A. (2022). Pengaruh Insentif dan Motivasi terhadap Kinerja Pegawai di Badan Kepegawaian Daerah Kabupaten Sidoarjo. *Jurnal Ilmu Manajemen*, 10(2), 702–713.
- Radiansyah, R. R., & Rahman, A. (2022). Pengaruh Kepemimpinan dan Pemberdayaan Terhadap Kinerja Pegawai (Studi Pada Kecamatan Bandung Kulon Kota Bandung). *Jurnal JISIPOL*, 6(2), 122–142.
- Siahaan, B. G., & Masriah, I. (2022). Pengaruh Komunikasi Terhadap Kinerja Karyawan Pada PT Bina Agra Mulya Di Jakarta. *Jurnal Ekonomi Efektif*, 4(2), 175–180.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.