



The Influence Of Motivation, Communication, And Work Discipline On The Performance Of Bank BTPN Employees

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Abstract. *This study aims to determine the influence of motivation, communication, and work discipline variables on employee performance at PT. Bank BTPN, both partially and simultaneously. Data collection was carried out by distributing questionnaires, research conducted on 50 respondents, a sample of all Bank BTPN employees. Using Likert scale, respondents' answers were processed by multiple regression analysis, t test, F test and R^2 test. Data collection techniques through the distribution of questionnaires using Likert scale. The data is then analyzed using statistical data processing. Based on the results of the analysis of hypothesis test data in this study shows that motivation (X1) has a significant effect on employee performance, communication (X2) has a significant effect on employee performance, work discipline (X3) has a significant effect on employee performance. Among the variables of motivation (X1), communication (X2), and work discipline (X3) that have the most dominant influence on the performance of Bank BTPN employees (Y) is the variable Work discipline (X3).*

Keywords: *Motivation, Communication, Work Discipline and Employee Performance.*

Abstrak. Penelitian ini bertujuan untuk mengetahui pengaruh variabel motivasi, komunikasi, dan disiplin kerja terhadap kinerja karyawan PT. Bank BTPN, baik secara parsial maupun simultan. Pengumpulan data dilakukan dengan menyebarkan kuesioner, penelitian dilakukan terhadap 50 responden, sampel seluruh pegawai Bank BTPN. Dengan menggunakan skala Likert, jawaban responden diolah dengan analisis regresi berganda, uji t, uji F dan uji R^2 . Teknik pengumpulan data melalui penyebaran kuesioner dengan menggunakan skala Likert. Data tersebut kemudian dianalisis dengan menggunakan pengolahan data statistik. Berdasarkan hasil analisis data uji hipotesis pada penelitian ini menunjukkan bahwa motivasi (X1) berpengaruh signifikan terhadap kinerja pegawai, komunikasi (X2) berpengaruh signifikan terhadap kinerja pegawai, Disiplin kerja (X3) berpengaruh signifikan terhadap kinerja pegawai. kinerja karyawan. Di antara variabel Motivasi (X1), Komunikasi (X2), dan Disiplin Kerja (X3) yang paling dominan pengaruhnya terhadap kinerja pegawai Bank BTPN (Y) adalah variabel Disiplin Kerja (X3).

Kata Kunci : Motivasi, Komunikasi, Disiplin Kerja dan Kinerja Karyawan.

INTRODUCTION

In modern times such as in today's era, competent and professional human resources are needed by companies. Human resources are one of the most important factors in supporting the success of the company, because almost all company activities are carried out by humans. Competent human resources will produce experts who can improve company performance so that in the future it will be better and can be competent with other companies. In an effort to produce competent human resources, companies must evaluate the achievement of human resource targets periodically.

There are several factors that affect employee performance including motivation, communication and work discipline. Motivation is one of the important factors that has a very large influence on employee performance because company leaders must have high motivation

(motivators) for employees in their company to be able to achieve company goals. The communication in the company also affects the sustainability of the performance of existing employees, because commitment to work will make it more responsible, work hard optimally so that they can devote attention, energy, thoughts and time to work, of course this is a loyal attitude to the company. So that if employees work will be as expected by the company or even better performance. Then work discipline is no less important as the main factor that affects employee performance, good work discipline will make employees carry out work in accordance with what has been made by the company, obeying company regulations will be able to improve the performance of these employees so that company targets will be achieved.

In order to achieve the goals that have been desired by the company, every company must improve the performance of its employees so that everything can run well. Company leaders must have the ability to motivate their employees to be enthusiastic about working. So, a company leader will be recognized as a leader when he has the ability to motivate his employees towards achieving the goals desired by the company.

Communication is closely related to employee performance because it is an individual's attitude that has a relationship with the organization. A person is said to have high communication in the organization, can be recognized by characteristics including strong trust and acceptance of the goals and values of the organization, a strong willingness to work for the organization and a strong desire to remain a member of the organization. Conversely, employees who have low communication will make efforts that are not optimal.

In addition to motivation and commitment, work discipline can also affect employee performance. Discipline is the first step in success to achieve the goals desired by the company. The application of work discipline is a positive force for the company if it is applied consistently and effectively. The implementation of work discipline in accordance with the agreement not only improves employee behavior, but also has a positive impact on the relationship between superiors and subordinates.

Research on the influence of motivation, communication and work discipline on employee performance has been done before. However, in the study, there are still many differences in the results of the study. In research conducted by Kemal (2022) shows that motivation has a positive and significant effect on employee performance. The results of the t test show that work discipline has a positive and significant effect on employee performance. Meanwhile, according to Yunita's research (2022), work motivation has a positive and significant effect. This shows that motivation plays a very important role, an important role in improving employee performance. The higher the employee motivation, the higher the

employee's performance. Meanwhile, according to Mira's research (2022), motivation has no positive and insignificant effect on employee performance and communication does not have a positive and insignificant effect on employee performance.

This study aims to analyze the effect of motivation on the performance of BTPN employees. To analyze the effect of communication on the performance of Bank BTPN employees. To analyze the effect of work discipline on the performance of Bank BTPN employees.

LITERATURE REVIEW

Employee Performance

Performance is the most important asset in the company, because the company or employer wants the performance of its employees both for the sake of increasing productivity and profits in accordance with what the company wants. Organizational performance is also shown by how the process of activities to achieve these goals. In the process of implementing activities must always be monitored, assessed, and reviewed or reviewed the performance of human resources.

Afandi (2018) states that Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics.

In Sarton (2019) states that "performance is work performance, work effectiveness, work results, goal achievement, performance productivity".

According to Kasmir (2019), performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time.

Meanwhile, according to Afandi (2021), performance is the willingness of a person or group of people to carry out or improve activities in accordance with their responsibilities with expected results.

Fahmi (2018) defines that performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is generated over a period of time.

Komariyah (2018) states that performance is the result of a process that refers to and measures over a certain period of time based on predetermined terms or agreements.

From some of the opinions above, it can be seen that performance is the result of work achieved by an employee in accordance with the work given to him within a certain time.

Performance is also a manifestation of work carried out by employees which is usually used as a basis for assessing employees or organizations. Good performance is a major step towards achieving an organizational goal.

Motivation

According to Hasibuan (in Febrianti, N.R. 2019) work motivation is the provision of impulse that creates a person's work enthusiasm so that they want to work together, work effectively and are integrated with all efforts to achieve satisfaction.

According to Andika (2019) Motivation is one of the things that affect human behavior, motivation is also called a driver, desire, supporter or need - a need that can make a person excited and motivated to reduce and fulfill one's own impulses, so that they can act and act in certain ways that will lead to optimal direction. Motivation is very influential on employee performance. Because in general, employees will have high work productivity if the company supports the implementation of their duties.

According to Sunyoto (2018), motivation talks about how to encourage one's morale, so that they want to work by providing their abilities and expertise optimally to achieve organizational goals. Motivation is important because with motivation it is expected that every employee is willing to work hard and enthusiastic to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs as well as goals and satisfaction. Stimuli arise from within and from outside. This stimulation will create an urge in someone to do activities.

According to Maruli (2020) said that work motivation is everything that arises from one's desires, by generating passion and desire from within a person that can influence and direct and maintain behavior to achieve goals or desires in accordance with the scope of work.

Ferdinatus (2020) said that work motivation is something that must be built with a good personality or character, because the motivation for work motivation based on the wrong principles and reasons will result in personal and organizational losses.

Sutrisno (2019) states that work motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a driving factor of a person's behavior. Every activity carried out by someone must have a factor that encourages the activity.

From several understandings put forward by experts, it can be concluded that motivation is several ways and efforts made by someone in doing their work in order to achieve company goals. If an employee has high motivation, the employee will be maximum in carrying out his work and will achieve satisfactory results.

The effect of motivation on employee performance

According to the results of Arcaya Maniko Tama research (2022), the results of the study say that motivation has a significant effect on the performance of Wilujeng Kediri Hospital employees. The above statement is supported by research conducted by Dyanto (2023) that motivation has a significant effect on employee performance at Bravo Engineering. The above statement is supported by research conducted by I Gede Suardana (2022) saying that motivation affects employee performance in housekeeping at hard rock hotel Bali significantly. Meanwhile, according to Arif Partono Prasetio (2018) said that work motivation has a significant positive effect on employee performance. Based on the empirical research above, the research hypothesis is as follows: H1: allegedly motivation affects employee performance

Communication

Kartika (2019) said that work communication is the process of conveying information, ideas, or messages between individuals or groups in the workplace to achieve common goals or coordinate tasks needed in work.

According to Sutrisno (2017), communication is a multi-meaning concept. The meaning of communication can be distinguished based on Communication as a social process Communication on this meaning exists in the context of social science. Where social scientists conduct research using a communication approach that generally focuses on human activities and the relationship of messages with behavior.

According to Andrew (2017) communication is the process of transferring information, understanding, and understanding from someone, a place, or something to something, place or other people. Based on the description above, researchers concluded that communication is a process in which communicators convey messages in the form of ideas, ideas, thoughts to communicants through certain media that are efficient to provide the same understanding or meaning to communicants so that communicants gain influence and experience changes in behavior in accordance with communicators.

In general, experts conclude that work communication involves the process of sending and receiving information between individuals or groups in the workplace in order to achieve the same goals according to the wishes of the company to be achieved.

The Effect of Communication on Employee Performance.

According to the results of Mira Yona's research (2020), communication has a significant effect on employee performance at PT Parama Tirta Mulya Sejahtera. According to Mahdani Ibrahim (2022) said that communication has a significant positive influence on

employee performance. Meanwhile, according to Tanti Winarti & Banowati Talim (2018) stated that communication affects employee performance at Santo Borromeus Hospital (K3RS). The three research results are supported by Guntoro, and Bayu Setyawan (2020) who stated that work safety affects the performance of PT Adhi Karya Indah Cilacap employees. Based on the empirical research above, the research hypothesis is as follows:

H2: allegedly communication affects employee performance.

Work Discipline

Work discipline is very important for a company or government agency in order to realize company goals. Without good work discipline, it is difficult for a company to achieve optimal results. Good discipline reflects the magnitude of a person's responsibility towards the tasks assigned to him. If there is no discipline, the sustainability of the company in the future will not be good and unstable. According to Robbins and Judge (2019) said that work discipline is employee behavior that is consistent with organizational policies and procedures, and reflects organizational values.

Kinicki (2019) explained that work discipline is the ability of employees to carry out their duties regularly and effectively, and obey established rules and procedures.

Jackson (2020) states that work discipline is the ability of employees to meet performance standards set by the organization, as well as obey established regulations and procedures.

According to Wibowo (2019), work discipline is the attitude of employees to work diligently, thoroughly, regularly, and follow the rules that apply in the workplace, so as to achieve organizational goals and objectives.

From the above definition, it can be concluded that work discipline is an attitude of willingness and willingness of a person to obey and obey the applicable regulations, both written and unwritten and able to carry them out and not avoid receiving sanctions if he violates the duties and authorities given to him.

The Effect of Work Discipline on Employee Performance

According to the results of research by Isvandiari & Fuadah (2018) which states that work discipline has a significant effect on the performance of PG production parts. Meritjan Kediri. The above statement is also supported by Yulandri and Onsardi's (2020) research stating that work discipline has a significant effect on employee performance. And based on research conducted by Jasman Saripuddin Hasibuan (2019), research shows that work

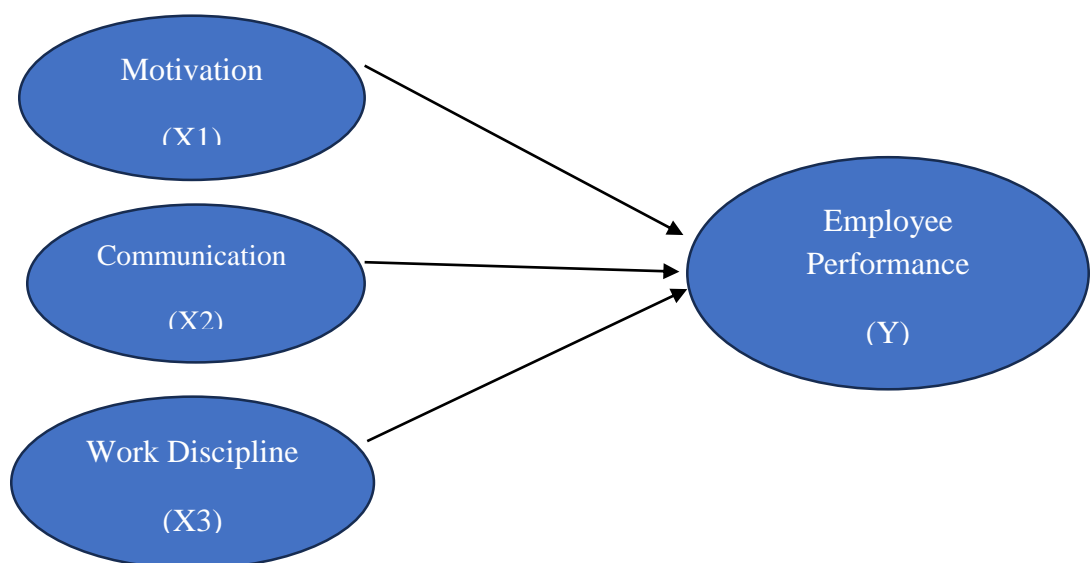
discipline has a positive and significant effect on employee performance. Meanwhile, according to Isvandiar & Fuadah (2018) which states that work discipline has a significant effect on the performance of PG production parts. Meritjan Kediri. The above statement is also supported by research by Yulandri and Onsardi (2020) stating that work discipline has a significant effect on employee performance. Based on research conducted by Jasman Saripuddin Hasibuan (2019), research states that work discipline has a positive and significant effect on employee performance. Meanwhile, according to Novalita Silalah & Wilson Bangun (2020) stated that work discipline has a significant effect on employee performance. The above statement is also supported by research by Amelia Krar, Andrey Maryen, & Ade Andriani Renouw (2021) which states that work discipline has a significant effect on employee performance at the Sorong Regency Regional Education and Training Personnel Agency office. Based on the empirical research above, the research hypothesis is as follows:

H3: Allegedly work discipline affects employee performance

Research Framework

Based on the phenomenon of gaps and research gaps that occur as well as the many theories that have existed before and are quite diverse as well. Therefore, the author wants to conduct further research on the effect of motivation, communication and work discipline on the performance of Bank BTPN employees

Figure 1
Research Framework



RESEARCH METHODS

This study uses a quantitative approach with an associative design, which looks at the relationship between independent variables and dependent variables. With individual analysis units, namely Bank BTPN employees. The type of data used is primary data, which is data sourced from questionnaires and has been filled in by 50 respondents. The data retrieval method uses *non-probability with purposive sampling*, and is processed using the SPSS version 25 method.

Testing validity and reliability by comparing the item correlation value- the corrected total of each item with the statement r calculate $> r$ table, then the data is declared valid. A significant relationship occurs if the significance value (P Value) < 0.01 . This test used a trial sample of 50 respondents, so that the table r value was 0.273 and the significance level (2-tailed) of 100% was 1% of 0.01. It is known that the results of the validity test of all statement items on motivation, communication, work discipline, and employee performance are declared valid because the r value of the table is set at 0.273 and significant (2-tailed) is smaller than 0.01.

Reliability tests play a role in measuring the extent to which these measurements remain consistent. It is known that the value of the variable obtained more significant than the value of Cronbach's Alpha which is set at 0.60 is called realistic. Cronbach's Alpha results are each variable: Motivation 0.728, Communication 0.860, Work Discipline 0.705, and Employee Performance 0.704, so it can be concluded that all statement items on each variable are real.

ANALYSIS AND DISCUSSION

PT Bank Tabungan Pensiunan Nasional Tbk (BTPN) was established in Bandung on February 5, 1958, which was originally named Bank of Retired Military Employees (BAPEMIL) with business status as an association entity that accepts deposits and provides loans to its members. BAPEMIL aims to help ease the economic burden on retirees, both armed forces and civilians. Thanks to high trust from the public and business partners, in 1986 BAPEMIL members formed PT Bank Tabungan Pensiunan Nasional with a business license as a Savings Bank. In 1993 BTPN became a Commercial Bank. 2008 was an important year for BTPN. Various significant developments and achievements were made. On March 12, 2008, BTPN successfully went public by releasing 28.39% of shares owned by the government, c.q. PT Perusahaan Pengelola Aset (PPA). On March 14, 2008, TPG Nusantara, S.a.r.l. acquired 71.6% of BTPN's shares, this becoming the major shareholder.

Classical Assumption Test

The regression model proposed shows a valid relationship equation, so the model must meet the basic assumptions of the classic Ordinary Least Square (OLS), including:

1. Multicollinearity Test

To determine whether there is multicollinearity between independent variables by looking at the value of *Variance Inflation Factor (VIF)* and *tolerance* of each dependent variable. If it does not occur, unusual corelosa is called non-multicollinearity.

$$VIF = \frac{1}{1 - R^2}$$

$$1 - R^2$$

Looking at the Tolerance Value: If the tolerance value is greater than > 0.10 then it means that there is no multicollinearity.

Looking at the VIF Value: If you see a VIF value smaller than < 10.00 then it means that there is no multicollinearity.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.759	1.551		3.068	.004		
	Motivasi	.377	.094	.419	4.008	<.001	.592	1.690
	Komunikasi	.306	.098	.426	3.109	.003	.345	2.895
	Disiplin Kerja	.089	.122	.102	.731	.468	.335	2.984

a. Dependent Variable: Employee Performance

Source: Processed data

It can be seen in the data processing table that the motivation variable has a tolerance value of 0.592 greater than > 0.10 , the work communication variable has a tolerance value of 0.526 meaning greater than > 0.10 , discipline has a tolerance value of 0.515 greater than > 0.10 . So all these variables do not occur multicollinearity.

We see in the data processing table that the VIF value on the motivation variable 1,690 means smaller than < 10.00 , the communication variable has a VIF value of 2,895 smaller than < 10.00 and the work discipline variable has a VIF value of 2,894 which is smaller than < 10.00 . Then it can be concluded that the VIF value of each variable tested does not occur multicollinearity. Based on the conditions of the classical assumption of linear regression with

OLS, a good linear regression model is one that is free from multicollinearity. Thus, the above model has been freed from the existence of multicollinearity.

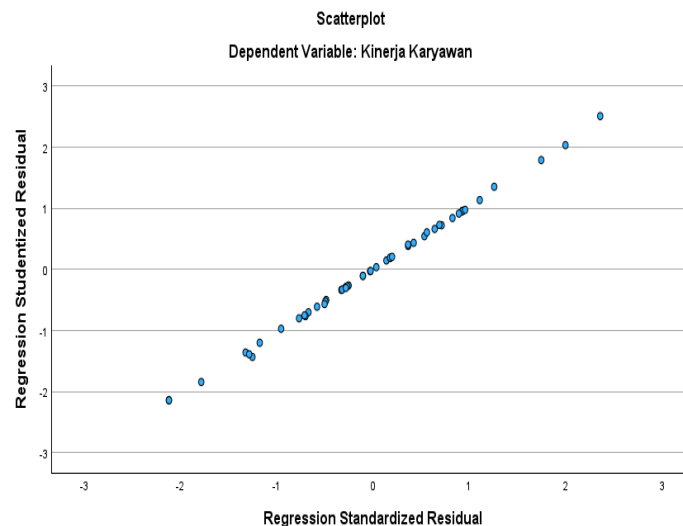
2. Linearity Test

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Motivasi	Between Groups	(Combined)	168.083	11	15.280	5.482	<.001
		Linearity	148.418	1	148.418	53.248	<.001
		Deviation from Linearity	19.665	10	1.967	.706	.713
	Within Groups		105.917	38	2.787		
	Total		274.000	49			

From the ANOVA table data, we can find that the significance value in deviation from linearity is 0.713, meaning greater than > 0.05 , so there is a linear relationship between the independent variable and the dependent variable. In the table the F value of 0.706 is greater than the r value of the table > 0.287 , so there is no significant linear relationship between the independent variable and the dependent variable.

3. Heteroscedasticity Test



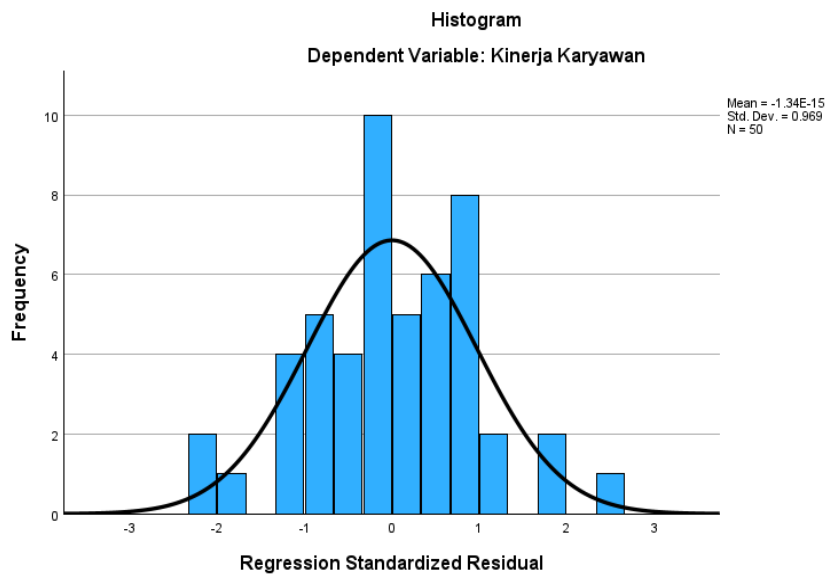
In the table above, it can be seen that the scatterplot graph does not have points that form a certain regular pattern, and the points in the scatterplot above spread randomly above and below the number 0 on the y-axis. This means that it shows that there is no heteroscedasticity problem.

This test (scatterplot) is prone to errors in drawing conclusions. This is because the determination of whether there is a pattern / groove of the points in the image is very subjective. Some people may say there is no pattern, but others say there is a pattern. There is no definite measure of when a scatterplot forms a pattern or not. Decisions rely solely on the observation of the researcher.

4. Normality Test

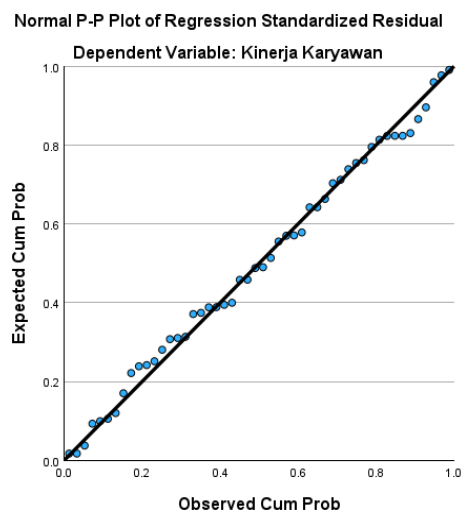
The normality test can be used with histograms, p-plots, kolmogorov.

a) Histogram (can be said to be normal if it forms a mountain).



Based on the output graph above, we can see that the histogram gives a distribution pattern that deviates to the right, which means that the data is normally distributed.

b). P-plots (can be said to be normal if the titik-titik follow a diagonal line).



The distribution of points from the Normal P-P Plot image above is relatively close to a straight line, so it can be concluded that the residual (data) are normally distributed. These results are in line with the classical assumptions of linear regression with the OLS approach. The weakness of the normality test with Normal P-P Plot lies in the near/far criterion of the distribution of points. There is no clear limit on the near or far distribution of these points, so it is very possible to draw conclusions wrongly. For example, it is observed that the distribution of points looks relatively close (meaning normally distributed), but it is not quite close (not normally distributed). This condition ultimately depends on the subjectivity of the observer.

c). Kolmogorov

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		50	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.29087859	
Most Extreme Differences	Absolute	.062	
	Positive	.062	
	Negative	-.054	
Test Statistic		.062	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.906	
	99% Confidence Interval	Lower Bound	.898
		Upper Bound	.913

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Processed data

It is known that the significance value of Asymp.Sig (2-tailed) of 0.200 is greater than > 0.05 . So according to the basis of decision making in the Kolmogorov-Smirnov normality test above, it can be concluded that the data are normally distributed. Thus the assumption or requirement of normality in the regression model has been fulfilled.

Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.759	1.551		3.068	.004		
	Motivasi	.377	.094	.419	4.008	<.001	.592	1.690
	Komunikasi	.306	.098	.426	3.109	.003	.345	2.895
	Disiplin Kerja	.089	.122	.102	.731	.468	.335	2.984

a. Dependent Variable: Kinerja Karyawan

$$Y = 0.419 X_1 + 0.426 X_2 - 0.102 X_3 + e$$

There are results from calculations using SPSS version 25, the value of Motivation (X1) to Employee Performance (Y) is 0.419, the value of communication (X2) to employee performance (Y) is 0.426. And work discipline (X3) to employee performance (Y) of 0.102 can be explained that the regression equation obtained as follows: the variable Work Discipline (X3) has the opposite direction, in work communication that increases actually reduces employee performance. This is because employee performance assumes that the work discipline applied by Bank BTPN has an impact on improving employee performance and resulting in lower company decisions, while the variables of motivation and work discipline are increasing, employee performance decisions will be higher

Determination Coefficient Analysis (R²)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.702	.683	1.33231

a. Predictors: (Constant), Disiplin Kerja, Motivasi, Komunikasi

b. Dependent Variable: Kinerja Karyawan

Source: Data obtained

When viewed from the R-Square value of 0.702, it shows that the proportion of the influence of compensation, work discipline and work safety variables on employee

performance variables is 70.2%. That is, compensation, work discipline, and work safety affect employee performance 70.2% while the remaining 29.8% (100%-70.2%) are influenced by other variables that are not in the linear regression model.

Hypothesis Test

a) Test t

The value of prob. t calculate from the motivation free variable of 0,001 which is smaller than 0.05 so that the compensation free variable has a slightly significant effect on the employee performance-dependent variable at alpha 5%. Similarly, the effect of the independent variable of communication on the variable tied to employee performance, because the value of prob. t count 0,003 which is smaller than 0.05 so it can be said that the independent variable of work discipline has a significant effect on the variable tied to employee performance at alpha 3%. As for the independent variable of work safety has the opposite direction because the results obtained are negative, in increased work safety actually decreases employee performance. This is because employee performance assumes that work safety applied by

Bank BTPN has an impact on improving employee performance and resulting in lower company decisions, while in the variable of communication and work discipline is increasing, employee performance decisions will be higher.

b) Test F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	192.348	3	64.116	36.121	<.001 ^b
	Residual	81.652	46	1.775		
	Total	274.000	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Motivation, Communication

The model reliability test or model feasibility test or more popularly referred to as the F test (some call it the simultaneous model test) is the initial stage of identifying a regression model that is estimated to be feasible or not. Feasible (reliable) here means a model that is estimated to be feasible to use to explain the effect of the independent variable on the dependent variable. The name of this test is referred to as the F test, because it follows the F distribution with test criteria such as One Way Anova.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.759	1.551		3.068	.004		
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	Disiplin Kerja	.089	.122	.102	.731	.468	.335	2.984

a. Dependent Variable: Kinerja Karyawan

The use of SPSS software makes it easy to draw conclusions in this test. If the prob. F count (SPSS output shown in the sig. column) is smaller than the error rate (alpha) of 0.05 (which has been determined) so it can be said that the estimation regression model is feasible, whereas if the prob. F count is greater than the error rate (alpha) 0.05, it can be said that the estimation regression model is not feasible.

The results of the F test can be seen in the ANOVAa table above. Prob. F value count is seen in the last column (sig.), namely the value of 0.001 is less than the significance level of 0.05 so it can be concluded that the estimated linear regression model is appropriate to use to explain the effect of motivation, communication, and work discipline on variables related to employee performance.

CONCLUSION AND RECCOMENDATION

CONCLUSION

Based on the results of the analysis and discussion according to the purpose of the hypothesis using multiple linear regression, the following conclusions can be drawn:

Work motivation contributes and is significant to employee performance. This significant influence means that the better and increased work motivation given to employees, the more employee performance will increase. Conversely, the lower the work motivation given to employees, the lower the employee's performance.

Communication contributes and is significant to employee performance. This significant influence means that the better the work communication, the better the performance of employees. Conversely, the lower the work communication, the lower the employee's performance.

Work discipline has a significant effect on employee performance. From the results of regression calculations show that work discipline simultaneously has a positive effect on employee performance.

RECCOMENDATION

Based on the results of research and discussions previously described, suggestions that can be conveyed include:

Bank BTPN is expected to maintain and increase motivation for all employees, because motivation variables have the most dominant influence in influencing employee performance, including by improving employee welfare so that employees are motivated and improve their performance.

For Bank BTPN, it is hoped that this research can be taken into consideration in overcoming problems that occur in employees. Based on the results of research on motivation, communication, and work discipline affecting employee performance, this can be taken into consideration for Bank BTPN management to evaluate the motivation, communication, and work discipline needed by employees. Ways that can be done, for example, by holding training or activities that provide encouragement and foster a sense of kinship between employees with one another or between superiors and subordinates and add work facilities so that employees become more enthusiastic about improving their performance for the better.

For future researchers, they can develop this research by adding other factors that can affect employee performance because motivation, communication and work discipline factors affect 70,2%, so that there are still 29,8% of other factors that affect employee performance besides the variables studied. Researchers can further analyze other factors that contribute to employee performance such as compensation, leadership style, and organizational culture.

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