Determinants of Civil Servant Performance at the Communication and Information Office of Binjai City

Ari Pranata Tarigan, Yohny Anwar, Muhammad Toyib Daulay

Abstract

This study aims to examine the effect of work discipline, organizational commitment, and motivation on employee performance at the Communication and Information Office of Binjai City, both partially and simultaneously. A quantitative associative approach was used. The population consisted of 45 employees, all of whom were included as the sample through a saturated sampling technique. Primary data were collected through questionnaires and interviews and analyzed using multiple linear regression with SPSS version 25. The results show that work discipline has a positive and significant effect on employee performance (t = 5.336; sig. = 0.000), as does organizational commitment (t = 6.222; sig. = 0.000). Motivation has no significant effect on employee performance (t = 0.849; sig. = 0.401). Simultaneously, the three variables have a significant effect on employee performance (F = 53.286; sig. = 0.000), with an adjusted R^2 of 0.781, meaning that 78.1% of the variation in employee performance is explained by these variables. Organizational commitment has the strongest influence in the model. These findings suggest that efforts to improve employee performance should focus on strengthening work discipline and organizational commitment.

Keywords: work discipline, organizational commitment, motivation, employee performance

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Introduction

Human resources represent a crucial element in determining the success of an organization, including those in the public sector. An organization is a collection of individuals with diverse backgrounds, personality traits, ways of thinking, and habits, who nonetheless share a common goal: to advance the organization (Daulay et al., 2025). Employee performance is a key factor in achieving organizational objectives—specifically regarding the execution of tasks, the provision of services, and the effective completion of work. Consequently, organizations must focus on various factors that can foster improved employee performance, such as organizational learning, talent management, digital competence, and organizational commitment. Performance is defined as the work outcomes and behaviors demonstrated in the fulfillment of assigned tasks and responsibilities over a specific period (Kasmir, 2021). In this context, performance refers to the results produced by an employee in pursuit of desired organizational goals (Anwar, 2021). One of the indicators of human resources that have a competitive advantage is measured by the level of performance achieved by employees (Rahayu, 2020). Institutions or bodies that have qualified employees can certainly be an important factor in achieving the expected performance. Employee performance has a very important role in achieving organizational success (Wahyono & Suwarno., 2023).

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. Therefore, optimal performance is based not only on productivity and efficiency, but also on integrity and social responsibility at every step taken to achieve organizational goals. Organizations are expected to pay attention to various factors that can affect employee performance (Anwar & Tarigan 2024). According to Hasibuan (2021) discipline is a form of obedience and willingness of a person to follow directions and rules and to be aware of the consequences of not obeying those rules. Because most work can be completed by highly disciplined employees, discipline is the most important function of human resource management. Work discipline is very important for a company's success because it can increase productivity. Disciplined employees tend to be more focused, efficient, and able to complete tasks on time. Disciplined employees are usually more careful and produce high-quality work. This helps improve reputation and customer satisfaction. The work environment is orderly and organized when all employees are disciplined. This helps build a positive organizational culture.

Disciplined employees do not waste time and resources. This can reduce the company's operating costs. With disciplined employees, managers can focus on strategic planning and supervision rather than having to deal with disciplinary problems. Employees who feel appreciated for their discipline tend to be more loyal to the company. Therefore, it is very important to build a culture of high work discipline for the company's long-term success. Companies must have effective policies, training, and supervision to encourage discipline among employees.

This research was conducted at the Binjai City Communication and Information Service. The Communication and Informatics Service is an implementing element of the Regional Government, led by the Head of the Service, and has the task of carrying out regional government affairs in the field of communication and informatics based on decentralization and assistance tasks. The Communication, Informatics and Cryptography Service has the task of carrying out regional government affairs/provincial authority in the fields of telematics

application techniques, public opinion, institutional relations, communication facilities, dissemination, post, telecommunications, data and information, and mass media development, as well as assistance tasks.

Table 1 Elements of Employee Performance Assessment

No	Employee Performance Assessment Element	Category
1	Has proficiency and mastery of all aspects of his/her field of duty and other fields related to his/her duties	Not Yet Optimal
2	Has skills in carrying out his/her duties	Optimal
3	Has experience in his/her field of duty and other fields related to his/her duties	Optimal
4	Is earnest and works regardless of time in carrying out his/her duties	Not Yet Optimal
5	Has good physical and mental freshness and health	Not Yet Optimal
6	Carries out tasks efficiently and effectively	Not Yet Optimal
7	His/her work results exceed the specified average work results, both in quality and in quantity	Not Yet Optimal

Source: Binjai City Communication and Information Service, 2025

Based on the table above, several elements of employee performance assessment can be seen to be not yet optimal, namely the element of proficiency in mastering the job description and the element of seriousness in carrying out tasks, which were assessed in the "not yet optimal" category because employees' work results have not been able to realize 80% of the minimum work result target in accordance with the assessment aspects of proficiency in mastering the job, skills, and work experience.

Based on the employee performance assessment, several elements of employee performance assessment can be seen to be not yet optimal, namely the element of proficiency in mastering the job description and the element of seriousness in carrying out tasks, which were assessed in the "not yet optimal" category because employees' work results have not been able to realize 80% of the minimum work result target in accordance with the assessment aspects of proficiency in mastering the job, skills, and work experience.

The researcher conducted a pre-survey to assess employees' level of work discipline. A disciplined employee can be identified as one who always arrives and leaves on time, performs tasks well, and complies with all organizational rules and applicable norms. Jufrizen and Hadi (2021) stated that work discipline has a positive effect on employee performance, meaning that when work discipline increases, employee performance also increases.

Aspects of organizational commitment concern the ability and willingness to behave and act to realize the organization's vision and mission. Low employee work commitment can be a factor affecting employees' work results in achieving company goals. Less committed employees tend not to obey work rules and procedures. It can be concluded that the level of employee work commitment is still not good enough to contribute to the company.

Literature Review Performance

Performance is the work output produced by an employee to achieve predetermined objectives (Anwar, 2021). Employee performance is important in the company because it can help the company's development well. 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. According to Kasmir (2021) performance is the work results and work behavior that have been achieved in completing the tasks and responsibilities given in a certain period.

Work Discipline

According to Hasibuan (2021) discipline is a form of obedience and willingness of a person to follow directions and rules and to be aware of the consequences of not obeying those rules. A company's success is largely determined by the characteristics of employees who can work in a disciplined manner in accordance with the rules applicable in the companyAgustini (2019) argues that work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee steadfastness in achieve the goals of the company/organization. Discipline is a person's behavior that is in accordance with existing rules and work procedures or discipline is attitudes, behaviors, and deeds that are in accordance with the regulations of the organization, both written and unwritten (Sutrisno, 2021).

Organizational Commitment

Commitment reflects an employee's willingness to remain with a company in the future (Kaswan, 2021). Meanwhile, Robbins and Judge (2021) explain that commitment refers to the extent to which an employee identifies with an organization, including the goals and expectations they aim to achieve as part of that organization.

Work Motivation

Work motivation is very important because it can shape employees' work behavior. Motivation is a process in which needs drive a person to carry out a series of activities leading to the achievement of certain goals. Work motivation is a condition or energy that moves employees in a directed manner toward achieving the company's organizational goals (Mangkunegara, 2020). According to Anoraga (2021), work motivation is something that creates enthusiasm or a drive to work. Therefore, work motivation in work psychology is commonly called a driver of work morale. The strength or weakness of a worker's work motivation helps determine the magnitude of his or her achievements. According to Hasibuan (2021), work motivation is a condition or energy that moves employees in a directed manner toward achieving the company's organizational goals.

Research Methodology

The research used in this study is a quantitative approach. According to Sugiyono (2021), the quantitative research method is a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research, quantitative data analysis, with the aim of testing predetermined hypotheses. The population in this study is all employees of the Binjai City Communication and Information Service, totaling 45 people. Sampling used saturated sampling, a sample selection technique in which all members of the population are used as the sample. Therefore, the number of samples studied was rounded to 45 respondents.

Results Validity Test

Variable	Question Item	Corrected Item-Total Correlation	r-limit	Result

Work	X_1.1	0.401	0.3	Valid
	X_1.2	0.610		Valid
	X_1.3	0.693		Valid
	X_1.4	0.632		Valid
Variable	**Question Item**	**Corrected Item-Total Correlation**	**r-limit**	**Result**
Discipline (X1)	X_1.5	0.709		Valid
	X_1.6	0.785		Valid
	X_1.7	0.491		Valid
	X_1.8	0.531		Valid
Organizational Commitment (X2)	X_1.1	0.411	0.3	Valid
	X_2.2	0.509		Valid
	X_2.3	0.879		Valid
	X_2.4	0.788		Valid
	X_2.5	0.879		Valid
	X_2.6	0.788		Valid
Motivation (X3)	X_3.1	0.646		Valid
	X_3.2	0.600		Valid
	X_3.3	0.693	0.3	Valid
	X_3.4	0.391		Valid
	X_3.5	0.646		Valid
	X_3.6	0.600		Valid
	X_3.7	0.693		Valid
	X_3.8	0.710		Valid
Employee Performance (Y)	Y.1	0.493	0.3	Valid
	Y.2	0.517		Valid
	Y..3	0.700		Valid
	Y.4	0.591		Valid
	Y..5	0.651		Valid
	Y.6	0.454		Valid
	Y.7	0.629		Valid
	Y.8	0.673		Valid
	Y.9	0.378		Valid
	Y.10	0.570		Valid
	Y.11	0.663		Valid
	Y.12	0.561		Valid

Source: SPSS Data Processing Results

Based on the results of the validity test above, which can be seen in the Corrected Item-Total Correlation (CITC) column, all items in the research instrument show a correlation value of ≥ 0.3, which is the minimum limit to declare an item valid. **Reliability Test**

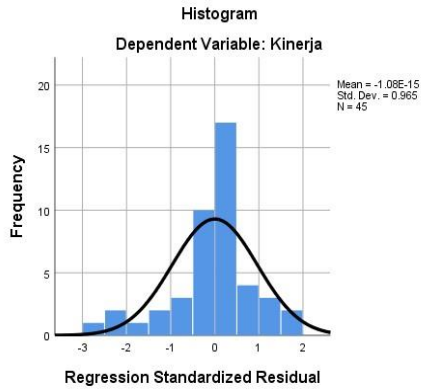
Variable	Cronbach's Alpha	N of Items
Work Discipline (X1)	0.861	8
Organizational Commitment (X2)	0.884	6
Motivation (X3)	0.866	8
Performance (Y)	0.878	12

Source: SPSS Data Processing Results

From the SPSS output, it can be seen that the Cronbach's Alpha value of each variable exceeds 0.60. Thus, it is assumed that the questions given to respondents are reliable or expected to be reliable.

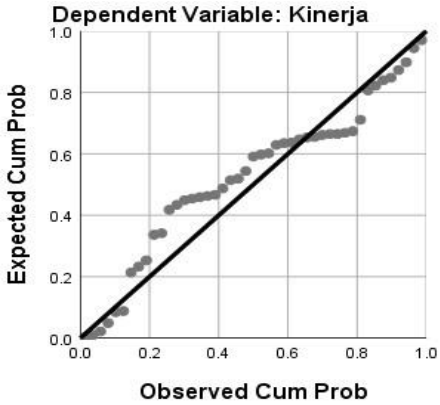
Classic Assumption Test Normality Test

To determine whether the distribution of data is normal, a histogram analysis test is also used. If the histogram graph is bell-shaped, the distribution of the data is considered normal. The results of histogram analysis are as follows:



Picture 1. Histogram

Based on the visualization in the figure above, the distribution of the data does not show a slope to one side and has a histogram shape that is close to the normal curve.



Picture 2. Normal PP Plot

Plot probabilitas normal pada Gambar diatas menunjukkan titik-titik data yang cenderung mengikuti garis diagonal.

Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4.047	3.680	
	Work Discipline	0.567	0.106	0.453
	Organizational Commitment	0.883	0.142	0.541
	Work Motivation	0.090	0.106	0.062

a. Dependent Variable: Employee Performance

Based on the table above, the following equation can be formulated:
$Y = 4.047 + 0.567X_1 + 0.883\ X_2 + 0.090\ X_3$

Partial Hypothesis Test (t-Test)

This test is intended to assess the significance of the effect of each independent variable (predictor) on the dependent variable individually in the regression model.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.047	3.680		1.100	0.278
Work Discipline	0.567	0.106	0.453	5.336	0.000
Organizational Commitment	0.883	0.142	0.541	6.222	0.000
Work Motivation	0.090	0.106	0.062	0.849	0.401

a. Dependent Variable: Employee Performance

Source: SPSS Output ver. 25 (2025)

1. The test result for the work discipline variable shows a calculated t-value of 5.336 > a ttable value of 2.01 with a significance value of 0.000 < 0.05, so hypothesis H1 is accepted and H0 is rejected, meaning that work discipline has a positive and significant partial effect on employee performance.
2. The test result for the organizational commitment variable shows a calculated t-value of 6.222 > a t-table value of 2.01 with a significance value of 0.000 < 0.05, so hypothesis H2 is accepted and H0 is rejected, meaning that organizational commitment has a positive and significant partial effect on employee performance.

3. The test result for the motivation variable shows a calculated t-value of 0.849 < a t-table value of 2.01 with a significance value of 0.849 > 0.05, so hypothesis H3 is accepted and H0 is rejected, meaning that work motivation has no significant partial effect on employee performance.

F Test

The simultaneous hypothesis test, also known as the global hypothesis test or F test, is intended to evaluate the significance of the effect of all independent variables (predictors) simultaneously on the dependent variable in the regression model.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2043.526	3	681.175	53.286	.000[a]
	Residual					
	Total	524.119	41	12.783		
		2567.644	44			

a. Predictors: (Constant), Motivation, Work Discipline, Organizational Commitment

b. Dependent Variable: Employee Performance

Source: SPSS Output ver. 25 (2025)

The simultaneous hypothesis test, or F test, shows that the calculated F value of 53.286 is greater than 2.79 and the significance value of 0.000 is smaller than 0.05, so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected, and therefore work discipline, organizational commitment, and motivation have a significant simultaneous effect on employee performance.

R^2 Test (Coefficient of Determination)

The measure of how well the regression line fits the data (goodness of fit) is called the coefficient of determination, often known as R-squared or R^2. In a regression model, the extent to which the independent variables can explain the variance of the dependent variable is indicated by the coefficient of determination. The following is the table of coefficient of determination results:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892[a]	.796	.781	3.757

a. Predictors: Dependent Variable: Performance

Source: SPSS Output ver. 25 (2025)

The results show that the adjusted R Square value of 0.781, which can be called the coefficient of determination, means that 78.1% of employee performance can be obtained and explained by work ability, work discipline, and organizational commitment, while the remaining 21.9% is explained by other factors or variables outside the research model.

Discussion of Research Results 1. The Effect of Work Discipline on Employee Performance at the Binjai City Communication and Information Service

Based on previous research, the researcher proposed the hypothesis that "work discipline has a positive and significant effect on employee performance." This is seen from the hypothesis test with a calculated t-value of 5.336 > a t-table value of 2.00 with a significance value of 0.000 < 0.05, so hypothesis H1 is accepted and H0 is rejected, meaning that work discipline has a positive and significant partial effect on employee performance.

The positive direction indicates that the greater the effect of work discipline, the more employee performance will also increase. That is, when work discipline increases, with indicators of obedience to time rules, obedience to company regulations, obedience to rules of conduct at work according to position, and obedience to company norms, employee performance increases. The findings of this study are in line with the research of Ariesni and Asnur (2021), which stated that work discipline has a significant effect on employee performance. The findings are consistent with the research objective, namely to determine whether work discipline has a significant effect on employee performance. Disciplined employees tend to comply with established rules and procedures, which increases work efficiency. Work discipline helps employees focus more on their tasks, thereby increasing productivity and work results.

2. The Effect of Organizational Commitment on Employee Performance at the Binjai City Communication and Information Service

Based on previous research, the researcher proposed the hypothesis that "organizational commitment has a positive and significant effect on employee performance." This is seen from the hypothesis test with a calculated t-value of 6.222 > a t-table value of 2.00 with a significance value of 0.000 < 0.05, so hypothesis H2 is accepted and H0 is rejected, meaning that organizational commitment has a positive and significant partial effect on employee performance.

The positive direction shows that increasing organizational commitment can lead to improved employee performance; in other words, when organizational commitment increases, with indicators of affective commitment, continuance commitment, and normative commitment, employee performance increases. The findings of this study are in line with the research of Cahyani and Anggun (2019), which stated that organizational commitment has a significant effect on employee performance. The findings are consistent with the research objective, namely to determine whether organizational commitment affects employee performance. Committed employees tend to be more motivated to achieve organizational goals, which has a positive impact on their performance. High commitment often correlates with better job satisfaction, which can increase productivity and work quality.

3. The Effect of Motivation on Employee Performance at the Binjai City Communication and Information Service

Based on previous research, the researcher proposed the hypothesis that "motivation has a positive and significant effect on employee performance." This is seen from the hypothesis test with a calculated t-value of 0.849 < a t-table value of 2.00 with a significance value of 0.401 > 0.05, so hypothesis H3 is rejected and H0 is accepted, meaning that motivation has no significant partial effect on employee performance.

The positive direction shows that increasing motivation can lead to an insignificant improvement in employee performance; in other words, when motivation increases, with indicators of physiological needs, safety needs, social needs, and self-esteem, employee

performance increases insignificantly. The findings of this study are in line with the research of Kasyifillah (2023), which stated that motivation has no significant effect on employee performance. If employees do not have a clear understanding of the organization's goals and expectations, their motivation may be undirected and therefore does not improve performance.

4. **The Simultaneous Effect of Work Discipline, Organizational Commitment, and Motivation on Employee Performance at the Binjai City Communication and Information Service**

Based on various existing theories and previous research results, the researcher proposed the hypothesis that work discipline, organizational commitment, and motivation simultaneously have a positive and significant effect on employee performance. The results of this study explain that work discipline, organizational commitment, and motivation have a positive and significant simultaneous effect on performance.

This is seen from the calculated F value of 53.286, which is greater than 2.79, and a significance value of 0.000, which is smaller than 0.05, so it can be concluded that hypothesis 4 is accepted and hypothesis 0 is rejected, and therefore work discipline, organizational commitment, and motivation have a significant simultaneous effect on employee performance. The positive direction shows that every increase in work discipline, organizational commitment, and motivation will lead to an increase in employee performance simultaneously.

The results of this study are in accordance with the research objective, namely to determine whether work discipline, organizational commitment, and motivation simultaneously have a positive and significant effect on employee performance. The results of this study have addressed the problem of employee performance that was not yet optimal.

Suggestion

Based on the results of the discussion and conclusions stated above, the following suggestions can be described:

1. Binjai City Diskominfo should improve work discipline by creating well-documented work rules and policies, such as working hours, attendance, and procedures. Binjai City Diskominfo must ensure that all employees understand and comply with the applicable rules. Leaders must set an example of discipline and enforce rules fairly and consistently.
2. Binjai City Diskominfo should increase organizational commitment by providing training and development programs for its members. This shows that the organization cares about individual development. Provide open recognition for valuable contributions. Appreciation can increase loyalty and commitment. Give members the opportunity to make decisions and contribute to planning. A sense of ownership will increase commitment.
3. Binjai City Diskominfo should increase employee motivation by establishing open communication between management and employees. Ask for their opinions and listen to their input. Give challenging tasks that still allow employees to feel capable of completing them. This can increase engagement. Encourage employees to innovate and put forward new ideas. This makes them feel they have a role in the development of the relevant service.
4. Binjai City Diskominfo should improve employee performance by providing training to improve employees' skills and competencies. The company must provide career development programs.

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