

The Influence of Leadership, Communication and Work Discipline on the Performance of Regional Library and Archive Service Employees North Sulawesi Province

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Abstract

Employee performance is a very important and interesting part because it plays an important role for the quality of an organization or agency, an agency wants its employees to work seriously in accordance with their abilities to achieve good work results, without good performance from all employees, then the success of an organization or agency in achieving goals will be difficult to achieve. This study discusses the influence of leadership, communication and work discipline on the performance of employees at the Regional Library and Archives Office of North Sulawesi Province. Sampling in this study used non-probability sampling with saturated sampling technique. The number of samples used in this study were 50 employees of the Regional Archive Library Service of North Sulawesi Province. The analytical method used is validity, reliability, classical assumptions, hypothesis testing and multiple linear regression analysis using the SPSS version 25 application. Based on the test results it can be concluded that the variables Leadership (X1), Communication (X2) and Work Discipline (X3) are significantly partial has a significant effect on employee performance at the Regional Library and Archives Service of North Sulawesi Province. Simultaneously the variables of Leadership, Communication and Work Discipline have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province Communication (X2) and Work Discipline (X3) partially have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province. Simultaneously the variables of Leadership, Communication and Work Discipline have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province Communication (X2) and Work Discipline (X3) partially have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province. Simultaneously the variables of Leadership, Communication and Work Discipline have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province

Keywords: Leadership, Work Coordination, Work Discipline, Employee Performance

INTRODUCTION

Background

The national library strategic plan for 2020-2024 states that literacy culture is a priority dimension in the human resource (HR) cultural development index in the 2020-2024 RPJMN. This shows that literacy culture contributes to the development of culture to create a society of knowledge and character. One of the most important indicators in human resource development is to improve the quality of community literacy in reading activities. According to the 2018 International Student Assessment (PISA), Indonesia's literacy level is in 72nd place out of 77 countries (OECD, 2021). Based on the UNESCO report, Indonesia is ranked second from the bottom in terms of world literacy, meaning that Indonesian people's interest in reading is very low. In Indonesia itself, The province with the highest level of fond of reading (TGM) is Yogyakarta Province which has the highest TGM score nationally, namely 72.29 points. The next position is occupied by Central Java with a TGM score of 70.96 points. Meanwhile, the TGM score in West Papua is the lowest in Indonesia, namely 54.81 points. North

Sulawesi (North Sulawesi) is in the second lowest position of all provinces with a score of 55.58 points (Monavia, 2023). In addition, the results of the recapitulation of community literacy building elements (UPLM) in 2022, North Sulawesi are in position 22 out of 34 Provinces with a value of 66.7 (Perpusnas, 2022) the TGM score in West Papua is the lowest in Indonesia, namely 54.81 points. North Sulawesi (North Sulawesi) is in the second lowest position of all provinces with a score of 55.58 points (Monavia, 2023). In addition, the results of the recapitulation of community literacy building elements (UPLM) in 2022, North Sulawesi are in position 22 out of 34 Provinces with a value of 66.7 (Perpusnas, 2022) the TGM score in West Papua is the lowest in Indonesia, namely 54.81 points. North Sulawesi (North Sulawesi) is in the second lowest position of all provinces with a score of 55.58 points (Monavia, 2023). In addition, the results of the recapitulation of community literacy building elements (UPLM) in 2022, North Sulawesi are in position 22 out of 34 Provinces with a value of 66.7 (Perpusnas, 2022). In improving the quality of human resources, libraries have a very strategic role. National Library of Indonesia Regulation number 7 of 2020 concerning the national library strategic plan for 2020-2024 explains that the Library is the leading sector for development and coaching and a passion for reading is mandated to run a number of programs related to the development of a literacy culture. Therefore, it is hoped that local governments can pay attention to the impact of libraries in order to increase people's love of reading as an important indicator in human resource development (Fatmawati, 2022).

The Library and Archives Service of North Sulawesi Province as the executor of local government affairs in the field of libraries and archives has an important role in improving the quality of human resources through increasing the literacy activities of the Indonesian people, especially in North Sulawesi. Even though it has carried the vision: "To be at the forefront of library information towards people who love to read and to make archives the nation's unifying node", until now North Sulawesi has not been able to reach the top 10 TGM level in Indonesia. This is of course important homework for the Library and Archives Service of North Sulawesi Province to improve both institutional and employee performance in order to improve the quality of the community literacy index which is one of the three most important factors in the Quality Human Development Index in North Sulawesi. One way to streamline the process of achieving the goals of an organization, in this case a government agency, so that it can run well is to improve the quality of the performance of its employees. Because the better the performance of employees, the better the performance of a government agency. The management referred to is in accordance with what is stated in article 5 of PERMENPANRB No. 06 of 2023 consists of: performance planning which includes setting and clarifying expectations; implementing, monitoring, and fostering Employee performance which includes performance documentation, providing Continuous Feedback, and developing Employee performance; employee performance evaluation which includes employee performance evaluation; and follow-up on the results of employee performance evaluation which includes awarding and sanctions.

Table 1. Targets and Realization of North Sulawesi DPKD Performance in 2022

No.	Key Performance Indicators	Unit	Year 2022	
			Target	Realization
1.	Increasing Public Interest and Culture of Reading			
	- Assess the level of reading interest of the community	%	61	58,83
	- Community literacy development index	%	8,18	66.07
2	Increasing Quality Management of Archives and Administrative Systems			
	-Quality Records Management	%	17.86	50.38

Source: North Sulawesi DPKD Lakip, 2023

Table 1 shows the realization of the community's reading interest rate of 58.83% of the planned target of 61%. This shows that the DPKD of North Sulawesi is still not able to achieve the performance according to the target set. The Literacy Development Index is 66.07% of the target of 8.18% in 2022. Even though it has reached the target, the target value for the literacy development index in 2022 is very low, namely 8.18%.

Table 2. Data from Employee Performance Observation Questionnaire Results

No	Performance Statement	SB	B	CB	KB	TB
1	You can work to achieve/exceed the set targets	25%	45%	30%	0%	0%
2	You always complete your work properly according to the specified procedures and SOPs	55%	35%	10%	0%	0%
3	Mr/Ms has never been absent without explanation/without an important reason in completing work	40%	35%	25%	0%	0%
4	You always discuss with colleagues in completing work.	35%	50%	15%	0%	0%
5	If there are errors or mistakes that you make, you will immediately notify the leadership and correct them	25%	45%	30%	0%	0%

Source: Results of the North Sulawesi DPKD Employee Observation Questionnaire, 2023

Overall, based on these data, it can be said that the performance of the North Sulawesi Regional Library and Archive Service Employees can be categorized as good. However, seeing the reality of performance achievements that have not been able to meet targets, employee performance still needs to be improved. In an effort to improve employee performance, of course it is greatly influenced by internal factors such as the work environment, organizational culture, leadership, communication, work discipline and so on, or external factors such as budget realization, regional and national policies, socio-cultural conditions and others. One of the things that affects the performance of an employee is leadership (Nurlaelah, 2023). Leadership in an organization has a fairly broad influence including the behavior of employees, leadership that is able to mobilize employees is likely to improve the quality of employee performance. However, on the other hand, if leadership does not get support from employees, it is likely that employees will work lazily because of a lack of sympathy for the leader. A good leader seeks to improve the performance of his employees. Besides leadership, the next factor that is no less important in influencing the performance of employees and organizations is communication. A leader must pay more attention to communication with his subordinates and understand how to take policies towards his subordinates. Organizational success is based on proper planning and a leader who has a good leadership spirit. These two things are the main capital for the progress of the organization he leads (Indrianto, 2021).

Given that in organizations there are individuals with different characters who must join in work teams, communication should be well developed. Through good communication every employee can know the responsibilities and authorities of each. With good communication, the intentions of one individual to another individual will also be conveyed properly. On the other hand, if communication does not go well, there is a fear that there will be missed communication and missed understanding. In addition to communication, work discipline is an important factor that can affect employee performance. Work discipline is very important for human life, because discipline must be instilled continuously so that discipline becomes a habit. Work discipline of an employee is not only seen from attendance, but also can be judged from the attitude of these employees in carrying out the work. Employees who have high discipline, do not procrastinate work, and always try to finish on time even though there is no direct supervision from superiors. Therefore discipline in employees can affect the level of success of an organization or agency (Uswatun, 2023).

Based on the description of the background above, the researcher is interested in raising a research theme entitled "The Influence of Leadership, Communication and Work Discipline on the Performance of Employees of the North Sulawesi Regional Library and Archives Service".

Research purposes

1. Analyzing the influence of leadership on employee performance at the North Sulawesi Regional Library and Archives Service.
2. Analyzing the effect of communication on the performance of the North Sulawesi Regional Library and Archive Service Employee.
3. Analyzing the influence of Work Discipline on Employee Performance at the North Sulawesi Regional Library and Archives Service.
4. Analyzing the Influence of Leadership, Communication and Work Discipline on the Performance of North Sulawesi Regional Library and Archive Service Employees

LITERATURE REVIEW

Human Resource Management

Human resource management is the set of organizational activities directed at attracting, developing and retaining an effective workforce. Human resource management is said to be a strategic part of an organization. Human resource management must be seen as an elaboration of conventional views in managing individuals or groups of people effectively and efficiently, thus requiring knowledge of human behavior and the ability to manage it (Qomariah, 2019). According to Ganyang (2018), Human resource management is an effort to manage by planning, organizing, placing, leadership and controlling in order to achieve organizational goals both jointly and through the work of other people, namely each individual, groups and all parties involved in the organization. Based on the above understanding, it can be concluded that human resource management is a measurable and planned effort that is carried out in order to maximize the potential of each individual in an organization according to their duties and functions to achieve organizational goals.

Performance

According to Afandi (2018: 83) Performance is the result of work that can be achieved by a person or group of people in an organization 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. Employee performance is the achievement of employee tasks in accordance with the work program to achieve the goals or vision and mission of the organization. Performance is an achievement obtained by increasing achievement, it can also mean work results (Pianda, 2018). Based on some of the opinions above, it can be concluded that employee performance is the result achieved by employees in carrying out a job given to them,

Employee Performance Indicators

According to Afandi (2018: 89) employee performance indicators are:

1. The quantity of work, namely all kinds of units of measurement related to the amount of work that can be expressed in numbers or other numerical equivalents.
2. Quality of work, namely all kinds of units of measurement related to quality or quality of work that can be expressed in numbers or other numerical equivalents.
3. Efficiency in carrying out tasks, i.e. sharing resources wisely and in a cost-effective manner.
4. Work discipline, namely obedience to applicable laws and regulations.
5. Initiative is the ability to decide and do the right thing without being told, being able to find what should be done with something around us, trying to keep moving to do things even though things are getting more difficult.
6. Accuracy, namely the level of suitability of the results of work measurements whether the work has reached its goals or not.
7. Leadership, is the process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
8. Honesty, is one of the human traits that is quite difficult to apply.
9. Creativity, which is a mental process that involves generating ideas or involving generating ideas

Leadership

Leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of the organization of which they are members. (Astuti, 2018). leadership is a person's ability to direct and influence the behavior of others through an effective communication process to achieve individual, group and organizational goals (Ganyang, 2018: 156). Based on the definition above, it can be concluded that leadership is the ability to influence other parties through direct or indirect communication with the intention of moving people so that with understanding, awareness, and pleasure they are willing to follow the will of a leader according to their duties and functions in order to achieve goals. organization or agency

Leadership indicator

Leadership indicators (Kiswanto, 2010) quoted in Sari (2019) include ability, personality, experience, intellectuality and work environment.

Communication

Communication is an activity of giving and receiving messages or information from someone to another person in the hope that the person receiving the message or information interprets it according to what is intended by giving the message or information (Ganyang, 2018). According to Purba et al., (2021) in Situmorang (2023), good communication in conveying ideas or ideas in a meeting, negotiation, training a team, building a work team, and in every organizational activity, will produce human resources. reliable, well planned and successful in its implementation. Based on the definitions above, it can be concluded that communication is a process in which people intend to convey meanings through sending messages symbolically,

Communication Indicator

According to Lestari (2021:14) there are several indicators of effective communication, namely the following:

1. Comprehension, is an ability to understand the message carefully as conveyed by the communicator.
2. Pleasure
3. If the communication process is not only successful in conveying information, it can also take place in a pleasant atmosphere for both parties.
4. Influence on attitude
5. When someone communicant after receiving the message then his attitude changes according to the meaning of the message. In various situations we try to influence the attitudes of others and try to make others behave positively according to our wishes.
6. Action
7. Communication will be effective if both parties after communicating there is an action.
8. Better relationship
9. That in the process of effective communication unintentionally increases the level of interpersonal relationships

Work Discipline

According to Puryana (2016) in Uswatun (2023: 34) "Work discipline is an important thing that must be owned by every employee in the organization in the framework of success and achievement of goals, as well as in carrying out their respective tasks, because with a high discipline attitude of the Apparatus State civil servants will produce good jobs." Discipline must be upheld in an organization. That is, without the support of good employee work discipline, it is difficult for the organization to realize its goals. So, discipline is the key to the success of an organization in achieving its goals (Sinambela 2016:335). Based on the above understanding, it can be concluded that work discipline is a person's effort to maximize his potential to contribute fully consciously both when under supervision or not with the intention of fulfilling his duties and responsibilities in accordance with what has been set out in standard organizational procedures in order to achieve the goalsoftheorganization.

Work Discipline Indicators

There are 5 indicators of work discipline according to Rivai in Alfiah (2019), namely:

1. Attendance, at work This is a fundamental indicator for measuring discipline and usually employees who have low work discipline are used to being late for work.
2. Obey the rules or Responsibilities, the work regulations Employees who comply with work regulations will not neglect work and how much responsibility a person has to always follow the rules that apply in the Agency.
3. Obedience to standards, obeying employee work standards who always complete the tasks assigned to them in accordance with well-defined procedures.
1. High level of alertness, employees who have high alertness will always be careful, full of calculations and thoroughness in their work, and always use things effectively and efficiently.
2. Working ethically, some employees may engage in acts that are disrespectful to customers or engage in inappropriate acts. so that ethical work is a manifestation of employee work discipline

Previous research

In research conducted by Marjaya (2019), it was found that the influence between leadership and employee performance has an insignificant negative effect where even though leadership is considered unsatisfactory it does not affect employee performance and even employee performance tends to increase even though leadership does not increase. This is because other factors have a stronger influence on performance

improvement than leadership factors. Several empirical studies have been conducted regarding the effect of effective communication on employee performance, including research conducted by Rozi (2020) which concludes that there is an effect of effective communication on the performance of PT Federal International Finance (FIF) employees in Pamulang. However, different from the research by Lustono&Hasnaeni (2019), it was found that there was no positive and significant influence between communication on employee performance at the BanjarnegaraBaperlitbang Office. The results of the research according to Suarniti and Bagia (2022) show that there is a positive effect on work discipline on the performance of PDAM Klungkung Regency employees. Then the results of the research by Siswati and Nadiatulkhoiroh (2019) show that there is a positive effect on work discipline on employee performance at the Environmental Service Office of Batang Hari Regency. Research previously conducted by Mursalin (2021) entitled the influence of leadership, communication and work discipline on the performance of employees of the Bireuen Regency Education, Youth and Sports Office,

Research Model

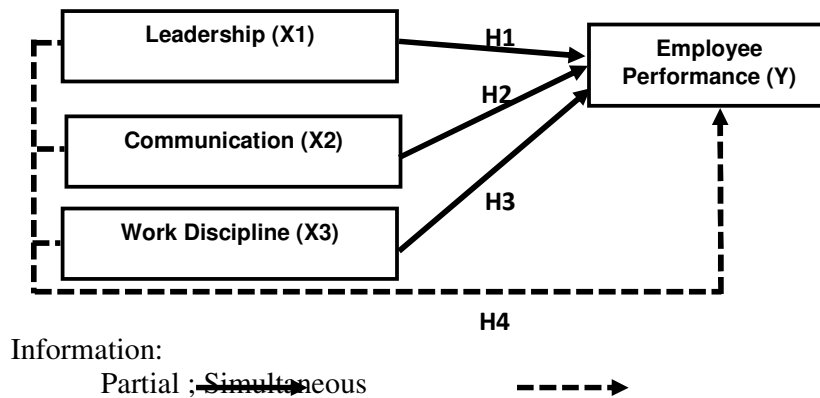


Figure 1. Research Model
Source: Literature Review, 2023

hypothesis

- H1: It is suspected that there is an influence of leadership on employee performance at the North Sulawesi Regional Library and Archives Service
- H2: It is suspected that there is an influence of communication on employee performance at the North Sulawesi Regional Library and Archives Service
- H3: It is suspected that there is an influence of Work Discipline on Employee Performance at the North Sulawesi Regional Library and Archives Service
- H4: It is suspected that there is an influence of leadership, communication and work discipline on employee performance at the North Sulawesi Regional Library and Archives Service

RESEARCH METHODS

The type of research used is a descriptive study with a quantitative approach. According to Sugiyono (2019: 206) descriptive research is research conducted to determine the existence of the value of an independent variable, either one variable or more (independent) without making comparisons or connecting with other variables. This research is included as associative research. Associative research is a research problem formulation that asks the relationship between two or more variables (Sugiyono, 2019:65). This study looks for causal relationships or influences, between the independent variables (X1) Leadership (X2) Communication and (X3) Work Discipline on the dependent variable (Y) Employee Performance.

Research Object and Time

This research was conducted at the North Sulawesi Regional Library and Archives Service. This research was conducted between March and April 2023.

Population and Sample

According to Sugiyono (2018), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were employees of the Regional Archive Library Service, totaling 50 employees. The sample is part of the number and characteristics possessed by the population. And so that the results of the research conclusions can be generalized to the entire population, the samples taken must be truly representative (Sugiyono, 2018). Sampling methods in this study used non-probability sampling with saturated sampling techniques. According to Sugiyono (2019) Saturated Sampling is a sample selection technique when all members of the population are sampled. So the number of samples used in this study was 50 employees of the Regional Archive Library Service of North Sulawesi Province.

Method of collecting data

Data collection techniques in this study used interviews and used questionnaires to obtain data based on existing problems within the organization. The type of data used in this study is primary data, namely raw data taken by researchers from primary sources using questionnaires.

Research Instrument Scale

This study used 5 parts of the questionnaire instrument consisting of a preliminary questionnaire containing statements about the characteristics of the respondents, questionnaires about leadership, communication, work discipline and employee performance questionnaires.

The method of collecting data in this study uses a Likert scale of 1-5, for respondents' answers which are divided into 5 (five) categories, namely:

Table. 3. Likert Scale Table

NO	Answer	Abbreviation	Score
1	Strongly agree	SS	5
2	Agree	S	4
3	Simply Agree	CS	3
4	Don't agree	TS	2
5	Strongly Disagree	STS	1

Source: Sugiyono (2019)

Data analysis technique

Data analysis according to Sugiyono (2019: 482) is the process of systematically searching for and compiling data obtained from interviews, field notes and documentation, by organizing data into categories, describing them into units, synthesizing them, compiling them into patterns, choose which ones are important and which will be studied, and draw conclusions so that they are easily understood by themselves and others. Prior to data analysis, an analysis of the validity and reliability tests was carried out first.

Validity test

In order to test the validity of the questionnaire testing criteria, if $r_{count} > r_{table}$, with a significance level of 0.05 and $df = n-2$, then the measuring instrument is declared valid and vice versa if $r_{count} < r_{table}$ then the question item is invalid. Invalid questions will not be included in further data processing (Sugiyono, 2019).

Reliability Test

Reliability is carried out to measure a questionnaire that is used as an indicator variable. A questionnaire is said to be reliable or reliable if someone gives consistent questions from time to time (Ghozali, 2018). The value of the Cronbach Alpha Coefficient is said to be good or reliable if the coefficient is between 0.6 and 1.0 (Umar, 2019: 113).

Normality test

According to Ghozali (2016) the normality test is carried out to test whether in a regression model, an independent variable and a dependent variable or both have a normal or abnormal distribution. In the data normality test, it can be done using the One Sample Kolmogorov Smirnov test, namely with the provision that if the significance value is above 5% or 0.05, the data has a normal distribution and vice versa.

Multicollinearity Test

According to Ghozali (2016) the multicollinearity test aims to find out whether the regression model found a correlation between the independent variables or the independent variables. The effect of this multicollinearity is to cause high variables in the sample. The tolerance value measures the variability of the selected independent variables which cannot be explained by other independent variables. So a low tolerance value is the same as a high VIF value, because $VIF = 1/\text{tolerance}$, and indicates high collinearity. The cut off value used is for a tolerance value of 0.10 or a VIF value above 10.

Heteroscedasticity Test

This test is useful for testing whether in a regression model there is variance discomfort from the residuals from one observation to another. If the variants are different, it is called heteroscedasticity. One way to find out whether there is heteroscedasticity in a multiple linear regression model is by looking at the scatterplot graph or from the predicted value of the dependent variable, namely SRESID, with a residual error, namely ZPRED. If there is no specific pattern and it does not spread above or below zero on the y axis, then it can be concluded that there is no heteroscedasticity. For a good research model, there is no heteroscedasticity (Ghozali, 2018).

Multiple Linear Regression Analysis

Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis was carried out to find out the direction and how much influence the independent variables have on the dependent variable (Ghozali, 2018).

Coefficient of Determination (R²)

According to Imam Ghozali (2018: 95), the coefficient of determination essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. The small value of R² means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

T-statistic test (Partial)

The t-statistic test is used to partially test the regression coefficients of the independent variables. In the t test using the formula $df = nk$. The df formula according to Ghozali (2011) is ($df = nk$ where n is the number of samples and k is the number of both independent and dependent variables). This test was carried out to test hypotheses one to three hypotheses.

Simultaneous Significance Test (F Test)

According to Sugiyono (2019), the F test aims to determine the effect of the independent variables simultaneously. The procedure is as follows:

H_0 : This means that simultaneously there is no significant effect of the independent variable on the dependent variable.

H_1 : This means that simultaneously there is a significant influence of the independent variable on the dependent variable.

The basis for the decision is as follows: H_0 is accepted if $F_{\text{count}} < F_{\text{table}}$ at a significance level of 5%. H_1 is accepted if $F_{\text{count}} > F_{\text{table}}$ at a significance level of 5%.

Variable Operational Definitions

1. Employee Performance, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. Indicators: quantity, quality, efficiency, work discipline, initiative, thoroughness, leadership, honesty and creativity
2. Leadership, how to influence, motivate, and enable others to contribute towards the effectiveness and success of the organization in which they are members. Indicators: ability, personality, experience, intellectual, work environment, ability.
3. Communication, An activity of sending and receiving messages or information from one person to another in the hope that the person receiving the message or information will interpret it according to what the sender of

the message or information intended. Indicator: understanding, pleasure, influence on attitudes, actions, better relationships.

4. Work Discipline, discipline is a feeling of obedience and obedience to the work that is the responsibility. Indicators: attendance, obedience to rules, adherence to standards, high level of vigilance, ethical work.

RESEARCH RESULTS AND DISCUSSION

Research result

Normality Results

The method used in the normality test uses the Kolmogorof Smirnov method using the SPSS version 25 program with the One-Sample Kolmogrof-Smirnov Test formula as follows:

Table 4. Normality Test Results Using Analysis Kolmogorov-Smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		50
Normal Parameters, b	Means	.0000000
	std. Deviation	1.80585563
Most Extreme Differences	absolute	.072
	Positive	.072
	Negative	-.065
Test Statistics		.072
asympt. Sig. (2-tailed)		.200c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed by SPSS 25 (2023)

The test criteria are taken based on the probability value with the IMB SPSS Statistics 25 application. If the significance value (sig) is > 0.05 , then the research data is normally distributed. Conversely, if the significance value (sig) is < 0.05 , then the research data is not normally distributed. The significance value (sig) shows $0.200 > 0.05$, this means that the frequency distribution comes from a normally distributed population.

Multicollinearity Test

Imam Ghozali (2018) explains that there are no symptoms of multicollinearity, if the tolerance value is < 1.00 and the VIF value is < 10.00 . The higher the VIF value, the more serious the multicollinearity problem is.

Table 5. Multicollinearity Test Results

Model	Collinearity Statistics	
	tolerance	VIF
1 (Constant)		
Leadership (X1)	.971	1.030
Communication (X2)	.472	2.118
Work Discipline (X3)	.463	2.160
a. Dependent Variable: Employee Performance (Y)		

Source: Data processed by SPSS 25 (2023)

The results in table 5 show that the multicollinearity test is as follows:

1. The Leadership variable (X1) has a Tolerance value of 0.971 and a VIF value of 1.030, which means that the Tolerance value < 1.00 and the VIF value < 10.00 means that there are no symptoms of multicollinearity.
2. The Communication Variable (X2) has a Tolerance value of 0.472 and a VIF value of 2.118, which means that the Tolerance value < 1.00 and the VIF value < 10.00 means that there are no symptoms of multicollinearity.

- The Work Discipline Variable (X3) has a Tolerance value of 0.463 and a VIF value of 2.160, which means that the Tolerance value is <1.00 and the VIF value is <10.00, indicating that there are no symptoms of multicollinearity

Simultaneous F-Test Results

The results of the simultaneous F-test analysis can be seen in table 6 below:

Table 6. Simultaneous Test Results (Test F)

ANOVA ^a						
	Model	Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	563,485	3	187,828	54,070	.000b
	residual	159,795	46	3,474		
	Total	723,280	49			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Discipline (X3), Leadership (X1), Communication (X2)						

Source: Data processed by SPSS 25 (2023)

Based on the test results in table 6, it can be seen that the Fcount value is 54.070 with the Ftable value is 2.81 so that the Fcount>Ftable or 54.070 > 2.81 and a significant level of 0.000 <0.05, it can be concluded that the variables Leadership (X1), Communication (X2), and Work Discipline (X3) simultaneously have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province, So the H4 Hypothesis can be accepted.

t Test Results (Partial)

The (partial) t test was performed to test the significance of the regression coefficients of the independent variables, which can be seen in table 7 below:

Table 7. Significance Test Results (t test)

Coefficients ^a						
	Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-8,652	3,331		-1,998	052
	Leadership(X1)	.183	071	.182	2,362	013
	Communication (X2)	.754	.167	.455	2064	.000
	Work Discipline (X3)	.576	.131	.448	4.136	.000
a. Dependent Variable: Employee Performance (Y)						

Source: Data processed by SPSS 25 (2023)

- The value of the degree of freedom (df) uses the formula (df = n - k). From the existing data, the value of df = 50-4 = 46 can be obtained. So that the value. df = 46. In the coefficients table the significant value of Leadership (X1) obtained a t count value of 2.362 > t table 2.01290, so it can be concluded that H1 is accepted which means there is a positive and significant influence of Leadership (X1) on Employee Performance (Y) at the Library Service and the Regional Archives of North Sulawesi Province, so the H1 hypothesis can be accepted.
- In the coefficients table the significant value of Communication (X2) is obtained by a t count of 2.064 > t table 2.01290, so it can be concluded that H2 is accepted which means there is a positive and significant influence of Communication (X2) on Employee Performance (Y) at the Provincial Library and Archives Service North Sulawesi, So Hypothesis H2 can be accepted.
- In the coefficients table the significant value of Work Discipline (X3) obtained a t value of 4.136 > t table 2.01290, so it can be concluded that H3 is accepted which means there is a positive and significant influence of Work Discipline (X2) on Employee Performance (Y) at the Library and Archives Service Region of North Sulawesi Province, So Hypothesis H3 can be accepted.

Correlation Coefficient (R) and Coefficient of Determination (R²)

The value of the correlation coefficient and the coefficient of determination in this research model can be seen in the model summary in table 8 below:

Table 8. Determination Results

Summary model b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.883a	.779	.765	2.167	1,864
a. Predictors: (Constant), Work Discipline (X3), Leadership (X1), Communication (X2)					
b. Dependent Variable: Employee Performance (Y)					

Source: Data processed by SPSS 25 (2023)

Based on the results of table 8 with the help of the SPSS version 25 program, it can be seen that the relationship or correlation between Leadership (X1), Communication (X2), and Work Discipline (X3) on Employee Performance (Y), can be seen through the correlation coefficient. The result of the correlation coefficient or R is 0.883, this indicates that the relationship between Leadership (X1), Communication (X2), and Work Discipline (X3) on Employee Performance (Y) at the Regional Library and Archives Service of North Sulawesi Province has a relationship that is equal to 88, 3%.

The coefficient of determination is found in the Adjusted R Square value of 0.765. The coefficient of determination means that the ability of the independent variable to explain the dependent variable is 76.5%, the remaining 23.5% is explained by other variables not discussed in this study. It can also be seen that the results of the Coefficient of Determination or R square is 0.779 which indicates that 77.9% of employee performance is influenced by Leadership (X1), Communication (X2), and Work Discipline (X3) while the remaining 22.1% is influenced by other variables which were not examined in this study

Discussion

The Influence of Leadership on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province

The results of this study found that the leadership variable had a positive and significant effect on employee performance variables at the Regional Library and Archives Service of North Sulawesi Province. This is in line with the results of research conducted by (Afandi, 2020); (Happy, et al., 2018); (Hasibuan & Bahri, 2018); (Marjaya & Pasaribu, 2019) and (Andayani, 2019) which show that leadership has a positive and significant effect on employee performance. Winardi (2000) in Andayani (2019) explains that leadership is one of the factors that shapes and helps others to work and enthusiastically achieve planned goals in relation to organizational success. Handoko (2003) in Andayani (2019) states, in reality leaders can influence morale and job satisfaction, work loyalty, security, quality of work life, especially the level of achievement of an organization.

The Effect of Communication on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province

The results of this study found that the communication variable had a positive and significant effect on employee performance variables at the Regional Library and Archives Service of North Sulawesi Province. The results of this study are in line with the results of research conducted by Metera (2022) and Meira (2023) which show that communication has a positive and significant effect on employee performance. The importance of communication in the performance of employees in government agencies is to expedite the flow of communication, facilitate work that is a shared responsibility, increase mutual responsibility in joint work, speed up work that becomes joint work, agree on things that will become development priorities and reduce risks..

The Effect of Work Discipline on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province

The results of this study found that the work discipline variable had a positive and significant effect on employee performance variables at the Regional Library and Archives Service of North Sulawesi Province. The results of this study are in line with the results of research (Arif, et al., 2019); (Pharisees, et al., 2020); (Pharisees & Fani, 2019); (Yusnandar, et al., 2020) and (Jufrizen, 2018) which show that work discipline affects performance. Likewise research results (Harahap & Tirtayasa, 2020); (Nasution & Lesmana, 2018) and (Prayogi, et al., 2019) which conclude that there is an effect of work discipline on employee performance

The Influence of Leadership, Communication and Work Discipline on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province

The results of this study found that the variables of Leadership, Communication, and Work Discipline simultaneously or jointly have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province. The results of this study are in line with previous research conducted by Mursalin (2021) entitled the influence of leadership, communication and work discipline on the performance of employees of the Bireuen Regency Education, Youth and Sports Office, this study concluded that there is a direct or indirect influence between the variables of leadership, communication and work discipline on employee performance at the Bireuen District Education, Youth and Sports Office. In addition, research conducted by Palupi (2020) entitled the influence of leadership variables, work discipline, and communication on employee performance at CV. Anugrah Garmino also mentioned in his research that leadership, work discipline, and communication have a significant and positive effect on employee performance.

CLOSING

Conclusion

1. Partially, Leadership has a positive and significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province.
2. Partially Communication has a positive and significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province.
3. Partially Work Discipline has a positive and significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province.
4. Leadership, Communication and Work Discipline together have a significant effect on Employee Performance at the Regional Library and Archives Service of North Sulawesi Province.

Suggestion

1. It is advisable for the Leaders of the Regional Library and Archives Office of North Sulawesi Province to always improve their leadership skills, including delegating various tasks according to the duties and abilities of employees, communicating effectively in building mutual trust, and creating a positive teamwork environment
2. For the North Sulawesi Regional Library and Archives Service, in improving employee performance properly, it is recommended to improve the quality of positive intra-agency communication and build each other both vertically and horizontally
3. It is recommended for the Regional Library and Archives Service of North Sulawesi Province to pay attention to the factors that influence employee performance, especially in implementing policies related to strict work discipline and making good work plans so that all employees can comply with the rules that have been set.
4. For future researchers, it is recommended to conduct research by paying attention to other variables such as work motivation, work culture, work facilities, organizational culture and so on. So that it can be seen the factors that influence Employee Performance from another perspective and can be used as material for comparison and add insight into issues related to Employee Performance in the future.

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