

# THE INFLUENCE OF COMMUNICATION, INDIVIDUAL CHARACTERISTICS AND RESPONSIBILITIES ON THE PERFORMANCE OF EMPLOYEES OF THE REGIONAL PLANNING, RESEARCH AND DEVELOPMENT AGENCY OF THE CITY OF PEMATANG SIANTAR

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*Abstract: The purpose of this study is to determine and analyze the influence of communication, individual characteristics and responsibilities on the performance of employees of Bappeda Kota Daerah Kota Pematang Siantar. The type of data is quantitative data with a saturated sample of 42 respondents. Communication has a positive and partially significant effect on the performance of Bappeda Kota Pematang Siantar employees. Individual characteristics partially have a positive and significant effect on the performance of Bappeda Kota Pematang Siantar employees. Partial responsibility has a positive and significant effect on the performance of Bappeda employees in Pematang Siantar City. This study concluded that communication, individual characteristics, responsibilities simultaneously have a positive and significant effect on the performance of employees of the Regional Planning, Research and Development Agency of Pematang Siantar City.*

*Keywords: Communication, Individual Characteristics, Responsibility, Employee Performance*

**Abstrak:** Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh komunikasi, karakteristik individu dan tanggung jawab terhadap kinerja pegawai Bappeda Kota Daerah Kota Pematang Siantar. Jenis data adalah data kuantitatif dengan sampel jenuh sebanyak 42 responden. Komunikasi berpengaruh positif dan signifikan secara parsial terhadap kinerja pegawai Bappeda Kota Pematang Siantar. Karakteristik individu secara parsial berpengaruh positif dan signifikan terhadap kinerja pegawai Bappeda Kota Pematang Siantar. Tanggung jawab secara parsial berpengaruh positif dan signifikan terhadap kinerja pegawai Bappeda Kota Pematang Siantar. Penelitian ini menyimpulkan bahwa komunikasi, karakteristik individu, tanggung jawab secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai Badan Perencanaan, Penelitian dan Pengembangan Daerah Kota Pematang Siantar.

**Kata Kunci:** Komunikasi, Karakteristik Individu, Tanggung Jawab, Kinerja Karyawan

## INTRODUCTION

In the dynamic landscape of organizational management, performance stands as a critical indicator of success, representing the qualitative and quantitative outcomes achieved by employees in executing their designated responsibilities. Performance is not merely a measurement of individual productivity but serves as a comprehensive reflection of an organization's ability to meet its established objectives and navigate complex operational challenges.

The Bappeda of Pematang Siantar City presents a compelling case study of the multifaceted nature of employee performance. A preliminary survey conducted among ten employees revealed significant insights into the organizational dynamics, uncovering critical challenges that impede optimal workplace functioning. Notably, 70% of the surveyed employees consistently indicated difficulties in



meeting organizational targets, completing tasks without errors, maintaining effective communication, and adhering to prescribed timelines.

Communication emerges as a fundamental element in this performance ecosystem. It serves as the lifeblood of organizational effectiveness, facilitating seamless coordination, understanding, and collective goal achievement. However, the survey results suggest that current communication strategies are not effectively translating into enhanced work motivation or improved performance outcomes. This disconnect highlights the need for a more nuanced approach to organizational communication.

Individual characteristics play an equally crucial role in determining workplace performance. Each employee brings a unique set of capabilities, work values, attitudes, and personal interests that collectively shape their professional contribution. The research findings indicate a significant variation in individual performance capabilities, suggesting that a one-size-fits-all approach to employee management is inherently flawed.

Responsibility and time management represent another critical dimension of organizational performance. The survey revealed that a substantial portion of employees struggle to complete tasks within designated timeframes, with numerous documents and assignments accumulating on their desks. This observation points to potential systemic issues in task allocation, employee training, and organizational support mechanisms.

Prior research in this domain presents a nuanced and sometimes contradictory landscape. Studies by Wandu, et al., (2019) demonstrated a positive correlation between communication and performance, while (Akbar et al., 2018) found no significant relationship. Similarly, research by Jacobis, et al. (2017) highlighted the positive impact of individual characteristics on performance, contrasting with (Wati et al., 2021), who found no substantial connection.

The urgency of this research cannot be overstated. By comprehensively understanding the intricate factors influencing employee performance, organizations can develop targeted interventions, design more effective human resource development strategies, and create environments that foster individual and collective growth. The goal extends beyond mere performance measurement to cultivating a workplace culture of continuous improvement, mutual understanding, and strategic alignment.

## **THEORETICAL FRAMEWORK**

### **Human Resource Management**

Human Resource Management (HRM) represents a critical strategic approach to managing an organization's most valuable asset - its human capital. At its core, HRM is a multifaceted discipline that integrates scientific principles and artistic nuances in managing workforce relationships and potential. Scholars have consistently emphasized that HRM extends far beyond simple personnel management, encompassing a holistic approach to organizational development and human potential optimization.

The foundational definitions of HRM provided by prominent researchers reveal its complex nature. Conceptualizes HRM as a comprehensive process involving intricate planning, organizing, implementing, and controlling mechanisms focused on workforce acquisition, development, and strategic alignment (Mangkunegara, 2017). This perspective highlights the strategic dimension of human resource management, positioning it as a critical organizational function that directly influences overall performance and goal achievement.

Interpretation (Normin, 2018) adds depth to this understanding by emphasizing the human-centric approach. Rather than treating employees as mere resources or assets, this perspective advocates for viewing human capital as essential partners in organizational success. The approach promotes a more collaborative and respect - driven model of workforce management, recognizing the unique contributions and potential of each individual within the organizational ecosystem.

Perspective (Hasibuan, 2019) further enriches this understanding by describing HRM as both a science and an art. This dual characterization acknowledges the technical complexity of human resource management while simultaneously recognizing the nuanced, interpersonal skills required to effectively lead and develop human potential. The ultimate goal remains creating an environment of effectiveness and efficiency that balances organizational objectives with individual aspirations.

### **Functions of resource management functions**



The functional landscape of HRM is remarkably comprehensive, encompassing multiple interconnected domains. Planning emerges as the foundational element, involving sophisticated workforce forecasting and strategic resource allocation. Organizational structuring follows, defining critical aspects like work divisions, authority delegation, and collaborative frameworks. Directing and procurement processes ensure the acquisition and optimal positioning of talent, while controlling mechanisms maintain alignment with organizational standards and objectives.

Development represents a crucial HRM function, focusing on continuous skill enhancement across technical, theoretical, and personal dimensions. Through targeted training and educational interventions, organizations can nurture individual capabilities and create a culture of perpetual learning and growth. Compensation strategies complement this approach, ensuring fair and motivational reward systems that recognize and incentivize exceptional performance.

#### **Resource management objectives**

The objectives of Human Resource Management transcend traditional administrative functions. Modern HRM aims to cultivate a motivated, high - performing workforce capable of adapting to dynamic organizational landscapes. It seeks to implement robust policies, support strategic initiatives, facilitate managerial effectiveness, and maintain a communication ecosystem that promotes transparency, collaboration, and mutual understanding.

#### **Communication**

Communication emerges as the critical connecting tissue within organizational structures. More than a mere transmission of information, communication represents a complex, multilayered process of idea exchange, interaction, and mutual understanding. It operates through verbal and non-verbal channels, serving as the fundamental mechanism through which organizational objectives are articulated, understood, and achieved.

In the context of HRM, communication transcends traditional informational exchanges. It becomes a strategic tool for aligning individual aspirations with organizational goals, facilitating conflict resolution, promoting cultural integration, and creating an environment of trust and collaborative potential. Every management function - from strategic planning to operational execution - is fundamentally dependent on effective communication processes.

Communication within an organization is the process of transferring information, ideas, or understanding from one individual to another, with the expectation that the message conveyed will be interpreted according to the intended purpose (Mangkunegara, 2017). Communication also involves the transmission of messages from the sender to the receiver, who can provide feedback (Wibowo, 2017). Emphasized that communication is the process of transferring understanding in the form of ideas or information between individuals.

There are 2 types of communication, namely: Verbal communication is communication that uses symbols or expressed good words orally and in writing. Non - verbal communication, such as facial expressions, body movements, and eye contact, plays a crucial role in emphasizing, repeating, complementing, and replacing verbal communication. In organizational communication, there are three main types of communication directions: downward communication, which delivers information, directions, and instructions from top management to subordinates; upward communication, which channels feedback or information from lower levels to higher levels; and lateral or horizontal communication, which occurs between members or departments at the same level to facilitate coordination and problem - solving.

Factors influencing communication include job positions, workplace, communication tools, and workload (Indirawati et al., 2019). Furthermore, effective communication can be measured through indicators such as understanding, influence on attitudes, and improved interpersonal relationships. Individual characteristics, such as age, gender, marital status, and years of service, affect performance within an organization. Age can impact flexibility and technological skills, while gender does not show significant differences in analytical skills and motivation. Marital status often contributes to work stability and productivity, while years of service and work experience can increase job satisfaction and loyalty to the organization (Robbins, 2013). These individual characteristics, which include diverse interests, needs, and abilities, play a crucial role in the performance and contributions of employees within the organization.



### Individual Characteristics

Individual characteristics are the interests, attitudes and needs they carry someone in a work situation. Different individual characteristics Each individual creates a different performance contribution to the company. According to Robbins (2013) in (Korengkeng et al., 2019) characteristics an individual is the totality of behavior and abilities that exist in an individual as a result of environmental traits. Factors that exist in individual characteristics according to (Robbins, 2013), consisting of: Age, Gender, Marital Status, Years of Work, Work Experience

According to Nur Hanifah (2019) in (Kunanti et al., 2022), there are four key indicators of individual characteristics: ability, values, attitude, and interest. Ability refers to an individual's capacity to perform tasks effectively, such as completing assignments correctly within set deadlines. Values are based on job satisfaction, personal relationships, intellectual development, and time for family. Attitude is an evaluative statement about objects, people, or events, focusing on how individuals feel about their work, workgroup, providers, and the organization. Interest is a tendency to seek objects or ideas that an individual enjoys, which can influence how well they fit into their jobs.

### Responsibility

Responsibility is the obligation to carry out tasks or duties assigned to an individual. It involves awareness of one's actions, whether intentional or unintentional, and acting upon that awareness. Hasibuan (2011) defines responsibility as the duty to perform tasks associated with the authority an individual holds. According to (Rifmanesi & Yusuf, 2019), responsibility is the obligation to fulfill tasks in line with the authority granted. In essence, responsibility is the capacity to make decisions within social norms and take on the risks of one's actions.

Ulfa (2014) classifies responsibility into three types: responsibility to oneself, responsibility to society, and responsibility to God. Responsibility to oneself refers to personal accountability in actions, emotions, and desires. Responsibility to society emphasizes an individual's duty to the community, as humans are social beings who cannot live in isolation. Responsibility to God highlights the spiritual obligation to serve and adhere to religious norms and duties as part of one's creation by God.

Responsibility is measured by the completion of tasks on time, without procrastination, ensuring quality, and accountability. Key indicators of responsibility in the workplace include: time usage, which relates to the timely completion of tasks and minimizing absenteeism or lateness; collaboration with others, which is essential for organizational success, given that tasks are often interdependent; and integrity, which involves a deep understanding of processes and adherence to values, skills, and rational analysis (Yurida, 2019).

### Employee Performance

Performance is a key element in the progress of an organization. The better the employee performance, the faster the organization's goals will be achieved. Performance serves as feedback for employees to evaluate their abilities, weaknesses, and potential in achieving goals. For the organization, employee performance is crucial for decision-making, such as in educational and training programs, recruitment, selection, placement, and promotion. According to (Mangkunegara, 2017), performance is the result of work achieved by an employee in carrying out tasks according to the responsibilities given. Performance includes the work results in terms of both quality and quantity, achieved within a certain period, and based on standards set by the organization.

Employee performance is influenced by various factors, both from the individual and the organizational environment. Based on Armstrong in (Masrurroh et al., 2023), the factors affecting performance are:

1. Personal factor: Individual factors related to skills, motivation, and commitment.
2. Leadership factor: Leadership factors associated with the quality of support and guidance provided by leaders or managers.
3. Team factor: Team factors related to the quality of support provided by coworkers.
4. System factor: System factors related to work systems and facilities provided by the organization.
5. Contextual/situational factor: Situational factors related to pressure and environmental changes, both internal and external.

The goals of performance include assessing the level of employee achievement, providing appropriate rewards, encouraging accountability, improving work motivation, work ethic, and distinguishing between employees. Additionally, performance serves to strengthen relationships



between employees through discussions on work progress, provides information for human resource planning, helps in employee placement according to work outcomes, and serves as a measure of performance levels.

The benefits of performance include improving employee achievement, assisting in placement decisions, promotions, and demotions, and serving as a basis for training and employee development. Performance also acts as feedback to identify how well the organization's human resources are functioning.

The indicators of employee performance according to (Mangkunegara, 2017) include several aspects, such as:

1. Quality of Work: How well an employee performs the tasks assigned to them.
2. Quantity of Work: How much time an employee spends completing their tasks within a workday.
3. Task Implementation: How accurately the employee performs tasks without making mistakes.
4. Responsibility for Work: The employee's awareness of their obligation to carry out the duties assigned by the organization.

## RESEARCH METHODOLOGY

### Type of Research

This research uses a quantitative method, which is related to numbers and analyzed using statistics. Data collection is done through population and samples. The population refers to the research subjects, while the sample refers to the objects that will be studied. According to (Sugiyono, 2016), quantitative research is based on the philosophy of positivism and aims to test hypotheses through data collection using research instruments, followed by statistical analysis. The research process starts with theory, hypotheses, research design, subjects, data collection, data processing, analysis, and concludes with drawing conclusions.

### Research Location and Time

The research location is at the Planning, Research, and Development Agency Office of Pematang Siantar City, located at Jl. Merdeka No. 6, Proklamasi, Siantar Barat District, Pematang Siantar City, North Sumatra 21144. The research time spans from December 2022 until completion, covering the preparation and writing stages of the thesis.

### Population and Sample

According to (Sugiyono, 2016), the population is a generalization area that consists of objects or subjects with certain qualities and characteristics determined by the researcher for study. In this research, the population includes the permanent employees of the Planning, Research, and Development Agency of Pematang Siantar City, totaling 42 employees.

Sugiyono (2016) defines a sample as a part of the population that is selected for study. The sample must be representative of the population. Arikunto (2012) suggests that if the population is less than 100, the entire population should be used as the sample. Since the population in this study is 42 people, the entire population was used as the sample, making this a census method.

### Data Collection Methods

The data collection methods used in this research are as follows:

1. Observation: Direct observation at the research location to obtain primary data.
2. Interviews: Used to gather preliminary information, to explore the issues that need to be studied through a question-and-answer process.
3. Questionnaires: A data collection technique where written questions or statements are given to respondents to answer.
4. Documentation Study: Using notes or documents from the research location or other relevant sources related to the research.

### Data Sources

Data sources are entities that provide information. Based on their origin, data is categorized into two types: primary and secondary data:

1. Primary Data: This data is directly obtained from selected respondents at the Pematang Siantar City Bappeda. Primary data is collected through questionnaires and brief interviews with employees at the Bappeda.





2. Secondary Data: This is supplementary data collected indirectly by the researcher. Secondary data is gathered from various references such as literature, archives, documentation, and other relevant sources related to the research problem.

### Research Variables

Research variables are elements identified by the researcher for study to obtain specific information. In this study, which examines the influence of Communication and Individual Characteristics on Employee Performance at the Pematang Siantar City Bappeda, the variables are categorized as independent and dependent variables:

1. Independent Variables (X): These variables, also known as stimulus or predictor variables, are believed to influence or cause changes in dependent variables. In this research, the independent variables are Communication and Individual Characteristics.
2. Dependent Variable (Y): This variable is affected by changes in independent variables. In this study, the dependent variable is the employee performance at the Pematang Siantar City Bappeda.

### Scoring Techniques

Scoring techniques are employed to measure individuals' attitudes, opinions, and perceptions regarding social phenomena. In this study, scoring is based on responses to questionnaires filled out by respondents. The Likert scale is utilized for this purpose, comprising five alternative responses as shown in Table 1:

**Table 1. Likert Scale**

Response	Score
Strongly Agree (SA)	5
Agree (A)	4
Disagree (D)	3
Strongly Disagree (SD)	2
Completely Disagree (CD)	1

Source: Sugiyono, 2016

The Likert scale, with scores ranging from 1 to 5, is chosen to facilitate respondents' ease in selecting their answers, as these numerical values are familiar to most individuals.

### Data Analysis Techniques

#### Validity Test

The validity test assesses whether the questions in the questionnaire effectively measure the intended variables. In this study, validity is evaluated using SPSS software, employing the following criteria:

- a) If the calculated correlation coefficient ( $r_{hitung}$ ) is greater than the critical value ( $r_{tabel}$ ), the item is considered valid.
- b) If  $r_{hitung}$  is less than  $r_{tabel}$ , the item is deemed invalid.

#### Reliability Test

The reliability test examines the consistency of the measurement instrument. A reliable instrument yields consistent results when applied repeatedly under similar conditions. This study employs Cronbach's Alpha technique using SPSS, with the following criteria:

- a) If Cronbach's Alpha value exceeds 0.6, the instrument is deemed reliable.
- b) If it is below 0.6, the instrument is considered unreliable.

#### Classical Assumption Tests

Before conducting multiple linear regression analysis, certain assumptions must be met to ensure the validity of the results. These assumptions include:

#### Normality Test

The normality test determines whether the residuals (differences between observed and predicted values) are normally distributed. A normal distribution of residuals validates the use of parametric tests. This study utilizes graphical methods (histogram and P-Plot) and the Kolmogorov-Smirnov statistical test, with the following criteria:

- a) If the significance value is less than 0.05, the data distribution is considered normal.



b) If the significance value is greater than 0.05, the data distribution is deemed non-normal.

### **Multicollinearity Test**

The multicollinearity test checks for correlations among independent variables. High correlations among independents can distort regression results. This study assesses multicollinearity using Tolerance values and Variance Inflation Factors (VIF), with the criteria:

- a) Tolerance value less than 0.1 or VIF greater than 10 indicates the presence of multicollinearity.
- b) Tolerance value of 0.1 or greater and VIF of 10 or less suggest no multicollinearity.

### **Heteroscedasticity Test**

Heteroscedasticity refers to non-constant variance of residuals across levels of an independent variable. Homoscedasticity (constant variance) is a desired condition. This study employs the Glejser test, with the following criteria:

- a) A significance value greater than 0.05 implies no heteroscedasticity.
- b) A significance value less than 0.05 indicates the presence of heteroscedasticity.

### **Multiple Linear Regression Analysis**

Multiple linear regression analysis assesses the impact of multiple independent variables on a dependent variable. The general form of the regression equation is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

Where:

- Y = Dependent variable (Employee Performance)
- a = Intercept
- $b_1, b_2, b_3$  = Regression coefficients
- $X_1$  = Independent variable 1 (Communication)
- $X_2$  = Independent variable 2 (Individual Characteristics)
- $X_3$  = Independent variable 3 (Responsibility)
- $\varepsilon$  = Error term

### **Hypothesis Testing**

#### **Partial Significance Test (t-test)**

The t-test evaluates the individual effect of each independent variable on the dependent variable.

The hypotheses are:

- $H_0: \beta_1 = \beta_2 = 0$  (No effect)
- $H_1$ : At least one  $\beta \neq 0$  (Significant effect)

Decision rule:

- If the calculated t-value ( $t_{hitung}$ ) exceeds the critical t-value ( $t_{tabel}$ ) at  $\alpha = 0.05$ ,  $H_0$  is rejected, indicating a significant effect.
- If  $t_{hitung}$  is less than  $t_{tabel}$ ,  $H_0$  is not rejected, suggesting no significant effect.

#### **Simultaneous Significance Test (F-test)**

The F-test assesses whether all independent variables collectively have a significant effect on the dependent variable. The hypotheses are:

- $H_0: \beta_1 = \beta_2 = \beta_3 = 0$  (No collective effect)
- $H_1$ : At least one  $\beta \neq 0$  (Collective effect exists)

Decision rule:

- If the calculated F-value ( $F_{hitung}$ ) is greater than the critical F-value ( $F_{tabel}$ ) at  $\alpha = 0.05$ ,  $H_0$  is rejected, indicating a significant collective effect.
- If  $F_{hitung}$  is less than  $F_{tabel}$ ,  $H_0$  is not rejected, suggesting no collective effect.

#### **Coefficient of Determination ( $R^2$ )**

The  $R^2$  value measures the proportion of variance in the dependent variable explained by the independent variables.  $R^2$  values range from 0 to 1:

- A value closer to 0 indicates a weak explanatory power.
- A value closer to 1 signifies a strong explanatory power.

In this study,  $R^2$  helps determine how well the independent variables collectively explain variations in employee performance.



## DATA ANALYSIS TECHNIQUES

### Validity Test

Hasil uji validitas menunjukkan bahwa semua variabel penelitian (Communication, Individual Characteristics, Responsibility, dan Employee Performance) memiliki nilai korelasi di atas ambang batas kritis, sehingga dinyatakan valid untuk digunakan dalam analisis penelitian.

### Reliability Test

**Tabel 2. Validity Test**

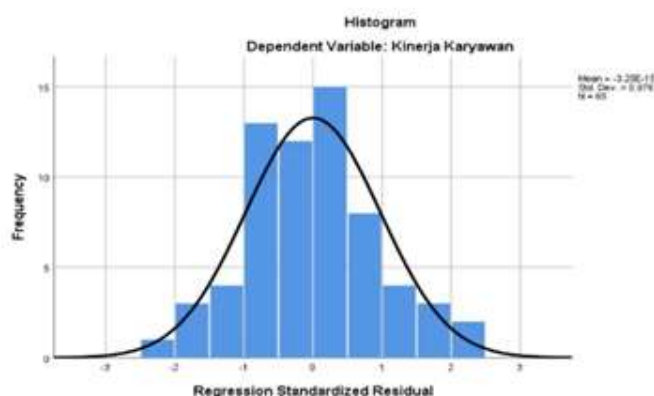
Variable	Cronbach Alpha	Alpha	Status
Communication	0.735	0.6	Reliabel
Individual Characteristics	0.788	0.6	Reliabel
Responsibility	0.754	0.6	Reliabel
Employee Performance	0.657	0.6	Reliabel

Source: Data processed by researchers, 2025

The results of the reliability test show that all variables (Communication, Individual Characteristics, Responsibility, and Employee Performance) have a Cronbach's Alpha value above 0.6, so they are declared reliable for use in research.

### Normality Test

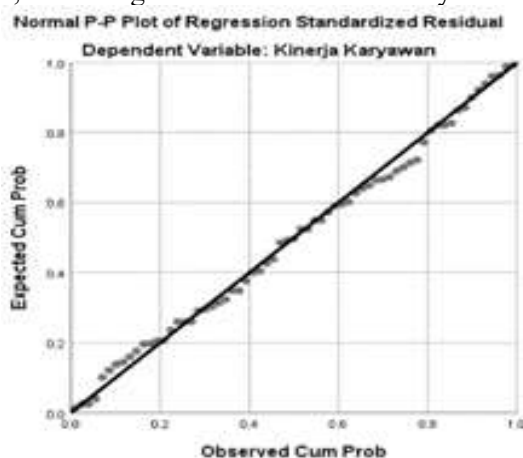
In this study, the normality of the data was assessed using histogram plots, graphical methods, and the Kolmogorov-Smirnov statistical approach.



**Figure 1. Normality Test Results with Histogram Graph**

Source: Data processed by researchers, 2025

Figure 1 illustrates the histogram of the residuals. The distribution appears symmetric, with no skewness to the left or right, indicating that the data are normally distributed.



**Figure 2. Normality test results with normal probability plot**

Source: Data processed by researchers, 2025



Figure 2 presents the normal probability plot. The data points closely align with the diagonal axis, further confirming the normal distribution of the residuals.

**Table 3. Kolmogorov-Smirnov Method Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		42
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.25717759
Most Extreme Differences	Absolute	.058
	Positive	.058
	Negative	-.040
Test Statistic		.058
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed by researchers, 2025

Table 3 shows that the Asymp.Sig. (2-tailed) value is 0.200, which is greater than 0.05. This result indicates that the residuals are normally distributed.

### Multicollinearity Test

The multicollinearity test examines whether independent variables are correlated with each other in the regression model. Tolerance values and Variance Inflation Factor (VIF) are used for this assessment.

**Tabel 4. Multicollinearity Test**

Coefficients <sup>a</sup>		Collinearity Statistics	
Model		Tolerance	VIF
1	Komunikasi	.312	3.207
	Karakteristik Individu	.700	1.428
	Tanggung Jawab	.272	3.677

a. Dependent Variable: Kinerja

Source: Data processed by researchers, 2025

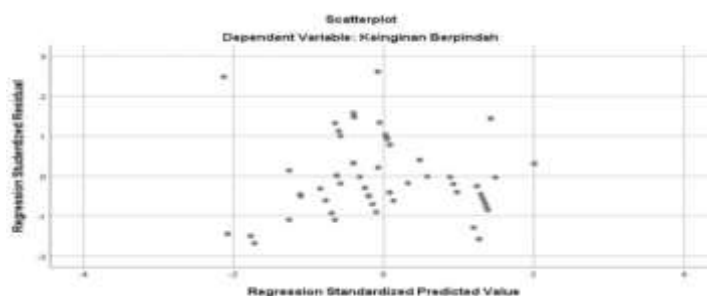
Table 4 presents the following values:

- Communication ( $X_1$ ): Tolerance = 0.312, VIF = 3.207
- Individual Characteristics ( $X_2$ ): Tolerance = 0.700, VIF = 1.428
- Responsibility ( $X_3$ ): Tolerance = 0.272, VIF = 3.677

Since all tolerance values are greater than 0.1 and all VIF values are less than 10, there is no indication of multicollinearity among the independent variables.

### Heteroscedasticity Test

The heteroscedasticity test assesses whether the variance of residuals is consistent across all levels of the independent variables. Two methods were used:



**Figure 3. Heteroscedasticity Test Results using the Scatterplot Method**

Source: Data processed by researchers, 2025

Figure 3 displays the scatterplot of residuals. The residuals are randomly dispersed around zero without forming any specific pattern, suggesting homoscedasticity (constant variance).

**Tabel 4. Test Glejser**

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	-.021	.111			-.120	.301
Komunikasi	.008	.002	.211		.161	.283
Karakteristik individu	.122	.076	.192		.133	.162
Tanggung jawab	.044	.021	.177		.129	.273

a. Dependent Variable: Abs\_res

Source: Data processed by researchers, 2025

Table 4 indicates that the significance values for all independent variables are greater than 0.05. This result confirms the absence of heteroscedasticity in the regression model.

### Multiple Linear Regression Analysis

This study examines three independent variables—Communication ( $X_1$ ), Individual Characteristics ( $X_2$ ), and Responsibility ( $X_3$ )—and one dependent variable, Employee Performance ( $Y$ ).

**Tabel 5. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	.741	1.564			.474	.638
Komunikasi	.444	.052	.564		8.498	.000
Karakteristik Individu	.259	.057	.201		4.541	.000
Tanggung Jawab	.503	.088	.407		5.725	.000

a. Dependent Variable: Kinerja

Source: Data processed by researchers, 2025

The multiple linear regression equation is:

$$Y = 0.741 + 0.444X_1 + 0.259X_2 + 0.503X_3 + e$$

*Interpretation of Coefficients:*

1. Intercept ( $a = 0.741$ ): When all independent variables are zero, the employee performance score is 0.741.
2. Communication ( $\beta_1 = 0.444$ ): A one-unit increase in communication, while holding other variables constant, results in a 0.444 increase in employee performance.
3. Individual Characteristics ( $\beta_2 = 0.259$ ): A one-unit increase in individual characteristics, while holding other variables constant, results in a 0.259 increase in employee performance.
4. Responsibility ( $\beta_3 = 0.503$ ): A one-unit increase in responsibility, while holding other variables constant, results in a 0.503 increase in employee performance.

### Hypothesis Testing

#### Partial Significance Test (t-Statistic Test)

**Tabel 6. Partial Significance Test (t-Statistic Test)**

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	.741	1.564			.474	.638
Komunikasi	.444	.052	.564		8.498	.000
Karakteristik Individu	.259	.057	.201		4.541	.000
Tanggung Jawab	.503	.088	.407		5.725	.000

a. Dependent Variable: Kinerja

Source: Data processed by researchers, 2025



The partial significance test results are as follows:

1. Communication: The coefficient ( $\beta_1$ ) = 0.444, with t-statistic (8.498) > t-table (2.02439) and significance (0.000) < 0.05, indicating that Communication has a positive and significant effect on employee performance at the Planning, Research, and Development Agency of Pematang Siantar City.
2. Individual Characteristics: The coefficient ( $\beta_2$ ) = 0.259, with t-statistic (4.541) > t-table (2.02439) and significance (0.000) < 0.05, indicating that Individual Characteristics have a positive and significant effect on employee performance.
3. Responsibility: The coefficient ( $\beta_3$ ) = 0.503, with t-statistic (5.725) > t-table (2.02439) and significance (0.000) < 0.05, indicating that Responsibility has a positive and significant effect on employee performance.

#### Simultaneous Significance Test (F-Statistic Test)

**Tabel 7. Simultaneous Significance Test (F-Statistic Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	616.581	3	205.527	229.773	.000 <sup>b</sup>
	Residual	33.990	38	.894		
	Total	650.571	41			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Tanggung Jawab, Karakteristik Individu, Komunikasi

Source: Data processed by researchers, 2025

From Table 7, the F-value is 229.773 with a significance level of 0.000. Since the F-value (229.773) > F-table (2.86) and the significance is 0.000 < 0.05, it indicates that all independent variables (Communication ( $X_1$ ), Individual Characteristics ( $X_2$ ), Responsibility ( $X_3$ )) simultaneously have a positive and significant effect on employee performance at the Planning, Research, and Development Agency of Pematang Siantar City.

#### Coefficient of Determination ( $R^2$ Test)

**Tabel 8. Coefficient of Determination ( $R^2$  Test)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 <sup>a</sup>	.948	.944	.946

a. Predictors: (Constant), Tanggung Jawab, Karakteristik Individu, Komunikasi

Source: Data processed by researchers, 2025

The coefficient of determination ( $R^2$ ) shows how well the independent variables explain the variation in the dependent variable. According to Table 8, the Adjusted R Square value is 0.944, meaning that 94.4% of the variation in employee performance at the Planning, Research, and Development Agency of Pematang Siantar City can be explained by Communication ( $X^1$ ), Individual Characteristics ( $X^2$ ), and Responsibility ( $X^3$ ). The remaining 5.6% is explained by other factors not studied in this research.

#### Discussion

##### The Influence of Communication on Employee Performance at the Regional Planning, Research, and Development Agency of Pematang Siantar City

The study reveals that communication has a positive and significant partial effect on employee performance, with a coefficient ( $\beta_1$ ) of 0.444, a t-value of 8.498 (greater than the t-table value of 2.02439), and a significance level of 0.000 (less than 0.05). This finding aligns with (Wandi's, 2019) research, which found that effective and directed communication positively impacts employee performance in disaster management agencies. Handoko (2003) emphasizes that effective communication ensures information is accurately conveyed and received, directly influencing employee performance.



### **The Influence of Individual Characteristics on Employee Performance at the Regional Planning, Research, and Development Agency of Pematang Siantar City**

Individual characteristics also have a positive and significant partial effect on employee performance, with a coefficient ( $\beta_2$ ) of 0.259, a t-value of 4.541 (greater than the t-table value of 2.02439), and a significance level of 0.000 (less than 0.05). This suggests that enhancing individual characteristics can lead to improved employee performance. Supporting this, research by (Dessy et al., 2018) and (Laoh et al., 2019) indicates that individual characteristics positively influence employee performance. Robbins (2012) posits that individual characteristics, shaped by personal traits and environmental factors, significantly impact employee performance.

### **The Influence of Responsibility on Employee Performance at the Regional Planning, Research, and Development Agency of Pematang Siantar City**

Responsibility has a positive and significant partial effect on employee performance, with a coefficient ( $\beta_3$ ) of 0.503, a t-value of 5.725 (greater than the t-table value of 2.02439), and a significance level of 0.000 (less than 0.05). This finding is consistent with (Rifmanesi's, 2019) research, which found that employee responsibility positively impacts performance. Hasibuan (2011) highlights that a strong sense of responsibility enhances employees' commitment to their tasks, leading to better performance.

### **The Simultaneous Influence of Communication, Individual Characteristics, and Responsibility on Employee Performance at the Regional Planning, Research, and Development Agency of Pematang Siantar City**

The combined variables of communication, individual characteristics, and responsibility significantly influence employee performance. This is evidenced by an F-value of 229.773 (greater than the F-table value of 2.86) and a significance level of 0.000 (less than 0.05). This finding aligns with (Riffemen's, 2019) study, which found that these factors collectively impact employee performance. Mangkunegara (2017) suggests that effective communication, strong individual characteristics, and a sense of responsibility are crucial for optimal employee performance.

## **CONCLUSION**

Based on the results of this study, the following conclusions can be drawn:

1. Communication has a positive and significant partial effect on the performance of employees at the Planning, Research, and Development Agency of Pematang Siantar City.
2. Individual characteristics have a positive and significant partial effect on the performance of employees at the Planning, Research, and Development Agency of Pematang Siantar City.
3. Responsibility has a positive and significant partial effect on the performance of employees at the Planning, Research, and Development Agency of Pematang Siantar City.
4. Communication, individual characteristics, and responsibility simultaneously have a positive and significant effect on the performance of employees at the Planning, Research, and Development Agency of Pematang Siantar City.

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