# ECONOMIC VALUATION OF HUMAN RESOURCES IN ACHIEVING COMPANY PERFORMANCE

Rizal Ahmad, Anggun Morizar, Miftah El Fikri
rizalahmad@dosen.pancabudi.ac.id
University Of Pembangunan Panca Budi

## Abstract

This study aims to determine how the influence of work discipline (X1), competence (X2), and morale (X3) on the performance of employees (Y) PT. Mitra Indo Media Medan Branch. The population in this study were all employees of PT. Mitra Indo Media Medan Branch which recruited 60 employees. The number of samples taken is the population of 60 respondents. This research was conducted from March to August 2020. This study used quantitative data processed by SPSS with multiple linear regression models. The results showed that work discipline, competence, and work spirit had a positive and significant effect on the performance of employees of PT. Mitra Indo Media Medan Branch either partially or simultaneously. The competency variable is the variable that most influences employee performance. 92.0% of employee performance can be explained and obtained from work discipline, competence, and work spirit, apart from other factors. employee performance has a very strong relationship to work discipline, competence, and morale.

*Keywords: Work Discipline, Competence, And Morale, Employee Performance.*

## INTRODUCTION

*E*very organization or company will always be required to optimize the human resources in it. Because human resources are an important key in achieving company goals. It can also be said that human resources are the basic capital in a process of achieving the goals of a company. Therefore, the quality of human resources mustalways be developed and directed to achieve the company's goals.

Employee performance in an organization is one form of human resources which becomes a benchmark to determine the success or failure of the organization in achieving the goals thathave been set, so that the performance of an organization is largely determined by the quality of the performance of the employees who work in it. Employee performance can be said to be good if the employee can carry out the tasks assigned to him to completion with satisfactory results. (Mangkunegara, 2016) explains that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Based on this definition, it can be understood that performance is closely related to the quality of employee work and the amount of work completed by employees. The higher the quality of the work provided and the more work that is successfully completed, the employee can be said to be performing well. There are many factors that affect employee performance, some of which are employee discipline factors, employee competencies, and employee morale. This is in accordance with the theory put forward by (Sutrisno, 2013) which explains that there are 10 factors that affect employee performance, namely competence, initiative, mental agility, career development schemes, loyalty, work discipline, rewards, morale, training, and work environment. .

Work discipline has a very close relationship to employee performance. (Hasibuan, 2017)

suggests that discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. The existence of work discipline in employees at work, will make it easier for organizations to achieve all the goals of the organization, because employees who undergo all the rules and norms in the company stimulate employee performance improvements so that employees are able to work better. Complyingwith the rules and norms that apply in the company will improve employee performance. High discipline behavior in employees encourages employees to work properly to produce good performance, then encourages employees to work efficiently so as to produce good work productivity. This is in accordance with the theory proposed by (Sutrisno, 2013) which states that work discipline is one of the factors that affect employee performance. This theory is also supported by research conducted by (Liyas & Primadi, 2017) which shows that work discipline has a positive and significant effect on employee performance.

Competence is an important factor determining employee performance. It is very difficult for employees who are not competent to have good performance. (Wibowo, 2017) explains that competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by experience and work attitudes required by the job. Based on this definition, it can be understood that knowledge, skills, attitudes, and experience are important factors in forming competent employees. With adequate knowledge and skills from employees for the tasks assigned to them, it becomes much easier for employees to complete these tasks and give good results. Coupled with the experience and attitude of employees at work will support the achievement of good performance from employees in terms of quality and quantity of work results. This is supported by the results of research conducted by (Pomalingo, Mandey, & Uhing, 2015) which proves that competence has a positive and significant effect on employee performance.

In addition to work discipline and competence, the morale that exists in employees also has an important role in influencing employee performance. The existence of a sense of enthusiasm in employees reduces boredom in employees and makes employees do their tasks more seriously. The existence of morale also makes employees not consider their duties as a burden, but as a challenge that they must complete. (Nitisemito, 2014) suggests that work enthusiasm is doing work more actively so that work can be expected to be faster and better. Passion for work is very important

by each employee, with high morale, then performance will increase because employees willdo their work more actively so that work can be expected to be faster and better. Such as being on time, not being absent, and using work time more efficiently and effectively. Vice versa if the morale goes down then the performance decreases as well. So in other words, morale will positively affect employee performance. Morale can be seen from attendance, discipline, punctuality in completing work, passion and responsibility, so that it makes employee performance increase if employee morale also increases. This is in accordancewith the theory put forward by (Sutrisno, 2013) which suggests that there are various factorsthat affect employee performance, one of which is employee morale. This theory is also strengthened by the results of research conducted by (Syahropi, 2016) which shows a positive and significant influence of morale on employee performance.

PT. Mitra Indo Media is a company engaged in trading household electronic goods that has been established since 1988. PT. Mitra Indo Media is also the parent of several subsidiary branches spread throughout the city of Medan and several other branches in various regions. PT. Mitra Indo Mulia markets many household electronic products with various

trademarks such as Toshiba, Samsung, Philips, Sony, Sanyo, Polytron, Panasonic, Sanyo, and

others. Marketing area of PT. Indo Media partners are located in North Sumatra and its surroundings.

As a distributor of electronic goods in the city of Medan, PT. Mitra Indo Media Medan has many employees who work as sales who have the main task of distributing electronic products to various stores around the city of Medan. Therefore, the sales profession has an orientation on the sales target of electronic goods for each month. Sales will be considered to have good performance if the sales target is met, and vice versa. Given that most of the employees of PT. Mitra Indo Media Medan is in the position of sales, so sales performance is one of the most important pillars for the sustainability of the company, good sales performance will increase company profits and become an indicator of good company performance. Therefore, the company hopes that every employee is able to carry out and complete their duties as the company wishes. However, based on observations made, many employees in sales positions did not achieve their sales targets, especially for  new employees who did not have adequate competence in the field of sales. Since the increase insales targets in sales, it is not only new employees who cannot meet sales targets, but many senior employees are also unable to achieve the sales targets set by the company, causing their performance to decline.

Many employees of PT. Mitra Indo Media Medan also ignores work discipline while working, such as problems with attendance, tardiness, and complying with work standards set by the company. Employees often arrive late and are absent from work for reasons that are not tooimportant, especially for employees in sales positions who are often late and absent from work on the grounds of meeting customers. This matter

This is based on the mindset of employees in sales positions that are sales-oriented so that they consider attendance, absenteeism, and work standards set by the company to be unimportant.

In the recruitment process, PT. Mitra Indo Media Medan tends not to pay too  much attention to the problem of work experience and competence of prospective employees. This is based on the need for employees who must be available quickly, given the high turnover rate of sales position employees, so the company must immediately replace employees who have stopped working as soon as possible. Therefore, the  company simplifies the recruitment process that occurs without taking too much  into account the work experience of employees in sales positions and the competence of prospective employees in the field of sales. The company is of the view that if it turns out that the prospective new employee is unable to meet the sales target within a few months, then the employee will be immediately replaced with a new employee and so on. This causes low employee performance for new employees who are inexperienced in the field of sales anddo not have competence in making sales so that they are unable to meet the targets set by the company.

In stimulating employees' enthusiasm for work, the company has actually prepared various incentives and bonuses for sales position employees who are able to meet their targets, so that they not only get a basic salary, but also get various bonuses and incentives depending on the sales made. The higher the sales made, the higher the bonuses and incentives obtained. The purpose of this policy is solely to encourage a sense of employee morale so that employees try to do their best  as much as possible to achieve the sales targets set by

the company and even more. But in reality, these bonuses and incentives are not very attractive to employees because they are considered not too big so they are not able to

encourage employee morale. This has resulted in many employees continuing to work as usual without showing high seriousness in working to produce better performance, even the high turnover rate for employees in sales positions remains high which shows that employee morale is not too high and the resulting work productivity is still low. . Based on thisphenomenon, the authors feel interested and challenged to conduct further research to examine and analyze how the influence of work discipline, competence, and morale on the performance of employees of PT. Mitra Indo Media Medan Branch. Based on the above background, it can be drawn as the title of this research is "The Influence of Work Discipline, Competence, and Morale on the Performance of Employees of PT.
Mitra Indo Media Medan Branch".

### Research purposes
The objectives of this research are as follows:
   a. To test and analyze how the influence of work discipline partially on the performanceof employees of PT. Partners of Indo Media Medan.
   b. To test and analyze how the influence of competence partially on the performance ofemployees of PT. Partners of Indo Media Medan.
   c. To test and analyze how the influence of morale partially on the performance of employees of PT. Partners of Indo Media Medan.
   d. To test and analyze how the influence of work discipline, competence, and morale simultaneously on the performance of employees of PT. Partners of Indo Media Medan.

### RESEARCH METHODS
### Research Approach
Based on the level of explanation, this research is an associative research. Associative research or causal research (causal relationship) is research that wants to see whether a variable that acts as an independent variable has an effect on other variables that are the dependent variable. Based on the data processed, this research is included in the type of quantitative research. Quantitative research is research by obtaining data in the form of numbers or qualitative data that is numbered (Manullang & Pakpahan, 2014).

This research was conducted by PT. Mitra Indo Media Medan Branch which  is located at Jalan Singa No. 154, Pandau Hulu I, Medan City.

### Sample
According to (Sugiyono, 2016) states that the sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for the researcher to study everything in the population, for example due to limited funds, time, and manpower, the researcher can use samples taken from the population. What is learned from the sample, the conclusions can be applied to the population. For this reason, samples taken from the population must be truly representative (representative). If the existing population is less than 100, it is better to take all of them until the research is a population study. If the number of subjects

large can be taken between 10-15% or 20-55% or more depending on the amount of:
a. The ability of researchers seen from the time, energy and funds
b. The area of observation is narrow for each subject, because this involves a lot of funding.
c. The size of the risk borne by the researcher for researchers who have a big risk, of course if the sample is large the results will be better
d. Given the total population in PT. Mitra Indo Media Medan only has 59 employees, so the sample used is a saturated sample where the entire population is 60 employeesof PT. Mitra Indo Media Medan was used as the research sample. Where from the 59 employees are divided into several job positions as follows:

**Tabel 1** Sample List According to Employee Position at PT. Indo Media Medan Partners

| Position | Numbers |
|---|---|
| Supervisor | 9 |
| *Sales Executive* | 35 |
| Staff | 16 |
| **Total** | **60** |

**Multiple Linear Regression Test**

The data analysis model used to determine the magnitude of the influence of the independent variable on the dependent variable is the econometric model with the analysis technique using the ordinary least squares model. The suitability test used is multiple linear regression test which aims to calculate

the magnitude of the effect of two or more independent variables on one dependent variable and predict the dependent variable using two or more independent variables. The multiple regression analysis formula in this study is as follows:

**Y = + 1X1 + 2X2 + 3X3 + e**

The results of multiple linear regression testing carried out with the help of the SPSS application can be seen in table 2 below:

**Table 2** Multiple Linear Regression Test Results

| | *Coefficients*[a] | | |
|---|---|---|---|
| **Model** | *UnStandardized Coefficients* | | *Standardized Coefficients* |
| | **B** | **Std. Error** | **Beta** |
| 1 (*Constant*) | **1,485** | 1,203 | |
| Work Discipline ($X_1$) | **0,264** | 0,092 | 0,265 |
| Competence ($X_2$) | **0,354** | 0,081 | 0,369 |
| Work Spirit ($X_3$) | **0,334** | 0,088 | 0,366 |
| a. *Dependent Variable* : Performance (Y) | | | |

From the results of data processing with the help of SPSS on the multiple linear regression test shown in Table 4.34 above, it shows that the constant of Employee Performance (Y) is

1.485. The regression value of Work Discipline (X1) is 0.264, the regression value of Competence (X2) is 0.354, and the value of Work Spirit (X3) is 0.334. So based on this, the following multiple linear regression equation is obtained:

**Y = 1.485 + 0.264X1 + 0.354X2 + 0.334X3 + e**

The interpretation of the multiple linear regression equation above is as follows:
   a. If everything in the independent variables is considered zero or does not exist or is not considered, both in Work Discipline (X1), the variable Competence (X2), or there is a work spirit variable (X3), then Employee Performance (Y) has a value of 1.485. This means that without Work Discipline, Competence, and Morale, the level of employee performance has been 1.485.
   b. If there is an increase in the Work Discipline variable (X1) by 1 unit, then Employee Performance (Y) will increase by 0.264 units. This indicates that Work Discipline has apositive effect on employee performance. So that an increase in Work Discipline will also improve employee performance, as well as a decrease in Work Discipline will reduce employee performance as well.
   c. If there is an increase in the Competency variable (X2) by 1 unit, then Employee Performance (Y) will increase by 0.354 units. This indicates that competence has a positive effect on employee performance. So that an increase in competence willalso improve employee performance, as well as a decrease in competence will reduce employee performance as well.
   d. If there is an increase in the Work Morale variable (X3) by 1 unit, then Employee Performance (Y) will increase by 0.334 units. This indicates that work morale has a positive effect on employee performance. So that an increase in morale will also improve employee performance, as well as a decrease in morale will reduce employee performance as well.

Based on the results of the multiple linear regression test above, it is known that the most dominant variable affecting Employee Performance (Y) is the Work Discipline variable (X1). This is based on the fact that the independent variable F, the Work Discipline actor (X1) has the largest regression value, which is 0.264, followed by the Competence independent variable (X2) which has a regression value of 0.354, and finally the free variable Morale (X2) is 0.334. . So it can be concluded that Work Discipline is the most dominant factor influencing employee performance.

a. Uji-t (Uji Parsial)
The partial test basically shows how far the influence of each independent variable is Work Discipline (X1), Competence (X2), and Morale (X3) on the dependent variable Employee Performance (Y).
This test is done by using a significance level of 5% or by comparing tcount with ttable. If the significance value of t < 0.05 or tcount > ttable, then there is a significant effect between the independent variables on the dependent variable partially. If the significance value t > 0.05 or tcount < ttable, it means that there is no influence between the independent variables on the dependent variable partially. ttable can be searched using the t table list or using MS applications. Excel by looking at the value of degree of freedom (df) where df = n – k = 60 – 4
= 56. Then type =TINV(0.05;56) in the Ms. application. Excel so that the size of the ttable is
2.003. The results of the t-test using the SPSS application can be seen in table 4.37 below:

**Table 3**. T-Test Results

| Coefficients<sup>a</sup> | | | |
|---|---|---|---|
| **Model** | | **t** | **Sig.** |
| 1 | (*Constant*) | 1,234 | 0,222 |
| | Work Discipline (X$_1$) | **2,860** | **0,006** |
| | Competence (X$_2$) | **4,374** | **0,000** |
| | Work Spirit (X$_3$) | **3,788** | **0,000** |
| **a. *Dependent Variable* : Kinerja Karyawan (Y)** | | | |

Based on the results of the t-test in Table 4.35 above, it can be concluded that:

**1) The Effect of Work Discipline (X1) on Employee Performance (Y)**

The results of the t-test indicate that the t-count for the Work Discipline (X1) variable is 2.860, with a t-table value of 2.003, it is known that the t-count value > ttable. This is because 2.860 is greater than 2.003. The significant value t of the Work Discipline variable (X1) is also smaller than 0.05, which is 0.006, so reject Ho and accept Ha. So it can be concluded that there is a positive and significant effect of Work Discipline (X1) on Employee Performance (Y).

**2) The Effect of Competence (X2) on Employee Performance (Y)**

The results of the t-test indicate that the t-count for the Competence variable (X2) is 4.374, with a t-table value of 2.003, it is known that the tcount > ttable. This is because 4.374 is greater than 2.003. The significant value of t from the Competency variable (X2) is also smaller of 0.05 which is equal to 0.000 then reject Ho and accept Ha. So it can be concluded that there is a positive and significant effect of Competence (X2) on Employee Performance (Y).

**3) The Influence of Work Morale (X3) on Employee Performance (**Y)

The results of the t-test show that the t-count for the variable morale (X3) is 3.788, with a t- table value of 2.003, it is known that the value of tcount > ttable. This is because 3.788 is greater than 2.003. The significant value of t of the Work Morale variable (X3) is also smaller than 0.05, which is 0.000, so reject Ho and accept Ha. So it can be concluded that there is a positive and significant influence of Work Morale (X3) on Employee Performance (Y).


**F Test (Simultaneous Test)**

After partial testing (t-test) then the next step is to determine the test simultaneously or called the F-test. The F-test aims to simultaneously test the effect of Work Discipline (X1), Competence (X2), and Work Morale (X3) variables on the dependent variable Employee Performance (Y). The results of simultaneous research hypothesis testing can be seen in Table 5 below:

**Table 5.** Result F

| Model | | Sum of Squares | d | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | *Regression* | 1828,070 | 3 | 609,357 | 227,700 | 0,000[b] |
| | Residual | 149,863 | 56 | 2,676 | | |
| | Total | 1977,933 | 59 | | | |
| **a.** *Dependent Variable*: **Kinerja Karyawan (Y)** | | | | | | |
| **b.** *Predictors*: (*Constant*), **Disiplin Kerja (X1) , Kompetensi (X2), Semangat Kerja (X3)** | | | | | | |

ANOVA[a]

The results of the F-test using SPSS in the table above show that the significant value obtained is 0.000. This value is much smaller than 0.05, so accept Ha and reject Ho.

Based on the Fcount value, the resulting Fcount value is 227,700. This Fcount value will be compared with the Ftable value, if Fcount > from Ftable then accept Ha and reject Ho. Therefore, it is necessary to find the value of Ftable first. Ftables can be searched by looking at the list of F tables.

To get Ftable, it is necessary to first know the values of df1 and df2. The value of df1 is obtained by the formula:
df1 = k - 1

While the value of df2 obtained the formula:
df2 = n - k

Where k is the number of variables, and n is the number of samples. So n = 60 and k = 4. Then:
df1 = k − 1 = 4 − 1 = 3 df2 = n − k = 60 − 4 = 56

So the resulting Ftable is 2,769. By viewing the F table list or with the MS application, Excelby typing the formula
=FINV(0.05;3;56) so that the resulting Ftable is 2.769, then compare the Fcount value with the Ftable value. It is known that Fcount is greater than Ftable, because 227,700 is greater than 2,769. Therefore, accept Ha and reject Ho.

So it can be concluded that the regression model in this study, namely Work Discipline (X1), Competence (X2), and Work Spirit (X3) simultaneously have a positive and significant effect on Employee Performance (Y).

**Determination Test (R2)**
The determinant coefficient test is used to measure how much the independent variable contributes to the dependent variable. In addition, the test of determination is used to see the closeness or strength of the relationship of the independent variable to the dependent variable.

If the determinant (R2) is getting closer to one, then the influence of the independent variable is getting bigger on the dependent variable. This means that the model used is getting stronger to explain the effect of the independent variables studied on the dependentvariable.

The degree of influence of the Work Discipline (X1), Competence (X2), and Work Spirit (X3) variables on the Employee Performance variable (Y) can be seen in the results of the determination test using the following SPSS application:

**Table 6.** Determination Test Results

| Model Summaryᵇ | | | | |
|---|---|---|---|---|
| Model | R | R *Square* | *Adjusted R Square* | *Std. Error of the Estimate* |
| 1 | **0,961ᵃ** | 0,924 | **0,920** | 1,63589 |
| *Predictors*: (*Constant*), Disiplin Kerja (X1) , Kompetensi (X2), SemangatKerja (X3) | | | | |
| b. *Dependent Variable*: Kinerja Karyawan (Y) | | | | |

The results of the determination test based on table 4.37 can be explained as follows:

a. The resulting adjusted R Square is 0.920 which indicates that 92.0% of employee performance can be obtained and explained by work discipline, competence, and work spirit. Whereas the remaining 8.0% of respondents can be explained by other factors that are not discussed such as cultural factors, finances, work environment, and so on.

b. The resulting R value is 0.961. This R value indicates a very strong or very close relationship between Work Discipline (X1), Competence (X2), and Work Spirit (X3) on Employee Performance (Y). This is because the resulting R value is in the range of values from 0.8 to 0.99. The greater the value of R produced, the closer the relationship between the independent variable and the dependent variable. The levelof closeness of the independent variable to the dependent variable based on the resulting R value can be seen in table 7.

**Table 7.** Type of Relationship in the Determination Test

| Value | Interpretation |
|---|---|
| 0,0 – 0,19 | Very Not Close |
| 0,2 – 0,39 | Not Close |
| 0,4 – 0,59 | Close enough |
| 0,6 – 0,79 | close |
| **0,8 – 0,99** | Very Close |

Karena nilai R yang dihasilkan sebesar 0,961 yang berada pada *range* nilai 0,8 – 0,99, maka hubungan variabel bebas terhadap variabel terikat adalahsangat erat.

**Discussion of Research Results**

**1. Hypothesis H1**

Based on various theories and the results of previous existing studies, the researcher has proposed Hypothesis H1 which reads that: "Work discipline has a positive and partially significant effect on the performance of employees of PT. Partners of Indo Media Medan". The results of this study explain that work discipline has a positive and significant influence on the performance of employees of PT. Partners of Indo Media Medan. This can be seen from the multiple linear regression analysis through the t-test with a positive sign of 0.264 with a tcount value of 2.860 with a t-table value of 2.003, it is known that the tcount> ttable and a significant value of 0.006 (sig. <0.05). This shows that the proposed H1 hypothesis is tested and can be accepted. The positive direction shows that if work discipline increases,

then employee performance will increase, otherwise if work discipline decreases, employee performance will also decrease. In other words, when work discipline consisting of absenteeism, compliance with regulations, adherence to work standards, high levels of vigilance, and ethical work increases, employee performance will also increase. The resultsof this study support previous research conducted by Hersona, and Sidharta (2017) andLiyas, and Primadi (2017) which showed that work discipline had a positive and significant influence on employee performance.

The results of this study are in accordance with the objectives of the research conducted, namely to examine and analyze how the influence of work discipline partially on the performance of employees of PT. Mitra Indo Media Medan has been implemented. The results of this study have also answered the problems that exist in the identification of problem point number 1, namely employees do not obey the rules in the company, so howto improve the performance of employees of PT. Mitra Indo Media Medan through work discipline has been answered.

## 2. Hypothesis H2

Based on various theories and the results of previous existing studies, the researcher has proposed Hypothesis H2 which reads that: "Competence has a positive and partially significant effect on the performance of employees of PT. Partners of Indo Media Medan". The results of this study explain that competence has a positive and significant influence on the performance of employees of PT. Partners of Indo Media Medan. This can be seen from the multiple linear regression analysis through the t-test with a positive sign of 0.354 with a tcount value of 4.374 with a t-table value of 2.003, it is known that the tcount> ttable and a significant value of 0.000 (sig. <0.05). This shows that the proposed H2 hypothesis is tested and can be accepted. The positive direction indicates that if competence increases, employee performance will increase, otherwise if competence decreases, employee performance will also decrease. In other words, when competencies consisting of knowledge, skills, attitudes and experience increase, employee performance will also increase. The results of this study support previous research conducted by Ataunur, and Ariyanto (2015) and Pongoh, Mananeke, and Sendow (2018) which showed that competencehad a positive and significant influence on employee performance.

The results of this study are in accordance with the objectives of the research conducted, namely to test and analyze how the influence of competence partially on the performance ofemployees of PT. Partners of Indo Media Medan. Research result This has also answered the problems that exist in the identification of the problem point number 2, namely employees do not have knowledge about the work given and the rules in the work, so how to improve the performance of employees of PT. Mitra Indo Media Medan through competence has been answered.

## 3. Hypothesis H3

Based on various theories and the results of previous existing studies, the researcher has proposed Hypothesis H1 which reads that: "Work spirit has a positive and partial significant effect on the performance of employees of PT. Partners of Indo Media Medan". The results of this study explain that morale has a positive and significant influence on the performance of employees of PT. Partners of Indo Media Medan. This can be seen from the multiple linearregression analysis through the t-test with a positive sign of 0.334 with a tcount value of 3.788 with a t-table value of 2.003, it is known that the tcount> ttable and a significant

value of 0.000 (sig. <0.05). This shows that the proposed H3 hypothesis is tested and can be accepted. The positive direction indicates that if morale increases, then employee performance will increase, otherwise if morale decreases, employee performance will also decrease. In other words, when the morale consisting of work productivity, absenteeism, turnover intention, and the level of damage increases, the employee's performance will also increase.

## CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusion

Based on the results of testing and data analysis that has been carried out, in this study the following conclusions can be drawn:

a. Work discipline partially has a positive and significant effect on the performance of employees of PT. Mitra Indo Media Medan with a regression value of 0.264, tcount of2.860, and significant 0.006.

b. Competence partially has a positive and significant effect on the performance of employees of PT. Mitra Indo Media Medan with a regression value of 0.354, tcount of4.374, and significant 0.000.

c. Work morale partially has a positive and significant effect on the performance of employees of PT. Mitra Indo Media Medan with a regression value of 0.334, tcount of3.788, and significant 0.000.

d. Work discipline, competence, and work spirit simultaneously have a positive and significant effect on the performance of PT. Mitra Indo Media Medan with an Fcount of 227,700, and a significant 0.000.

### B. Suggestion

Based on some conclusions from the research results that have been obtained, there are several suggestions that researchers can propose, namely: It is recommended for companies to retain employees who have a history of high absenteeism and furthermore, it is also recommended that companies pay attention to employees who will not take time off work ifnot for really emergency reasons. Possible solutions

a. What is done to improve employee performance through work discipline is to carry out more intensive supervision and the application of punishment (punishment) so that employee discipline can be controlled and ensure employees work according to the rules and norms that apply in the company.

b. It is recommended for companies to retain employees who have extensive knowledge of the field of work they do and furthermore it is also recommended for companies to pay attention to employees who are able to complete the duties and responsibilities of employees in the company according to the company's wishes. The solution that can be applied to improve employee performance through competence is to conduct various trainings to improve employee knowledge and skills. In addition,it is advisable for the company to place employees in permanent positions according to the knowledge, skills, and experience of the employees.

c. It is recommended for companies to retain employees who so far still feel comfortable and happy to work in this company and furthermore it is also recommended for companies to pay attention to employees who have never thoughtof quitting working at this company. The solution that can be applied to improve employee performance through morale is to increase the incentives provided by the company based on the achievement of employee performance, so

this will make employees more enthusiastic at work.

d. It is recommended for companies to retain employees who have work results that meet the requirements and standards set by the company and furthermore it is also recommended for companies to pay attention to employees who are able to complete all work on time. Research has proven to show that competence is themost dominant factor affecting the performance of employees of PT. Partners of Indo Media Medan. Therefore, the solution that can be done to improve employee performance more quickly is to prioritize aspects of increasing competence through employee training and education. If it increases, it will have a more significant impact on improving employee performance.

## REFERENCE

Pratama, A. A., & Wardani, A. (2015). Pengaruh Kemampuan Kerja dan Semangat Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja (Studi Kasus Bank Syariah Mandiri Kantor Cabang Kendal). *JOM FISIP*, Volume 5 No.1.

Ataunur, I., & Ariyanto, E. (2015). Pengaruh Kompetensi Dan Pelatihan Terhadap Kinerja Karyawan PT. Adaro Energy Tbk. *Telaah Bisnis*, Volume 16, Nomor 2, Desember 2015.

Mangkunegara, A. P. (2016). *Evaluasi Kinerja Sumber Daya Manusia, Cetakan Ketiga.* Bandung: Refika Aditama.

Manullang, M., & Pakpahan, M. (2014). *Metode Penelitian: Proses Penelitian Praktis.* Bandung: Cipta Pustaka Media.

Neely, A. (2015). *The Performance Prisme. The Scorecard for Measuring and Managing Business Success.* London: Prentice Hall.

Nitisemito, A. S. (2014). *Manajemen Personalia (Manajemen Sumber DayaManusia), Edisi Kelima, Cetakan Keempat belas.* Jakarta: Ghalia Indonesia.

Pomalingo, R., Mandey, S. L., & Uhing, Y. (2015). Pengaruh Disiplin Kerja,Kompetensi, Dan Motivasi Terhadap Kinerja Pegawai Pada Kantor Badan

Penanggulangan Bencana Daerah Provinsi Sulawesi Utara. *Pariwisata*, Vol.I No.1.

Pongoh, A. M., Mananeke, L., & Sendow, G. M. (2018). Pengaruh Kompetensi danPenempatanKerja Terhadap Kinerja Karyawan Lembaga Penyiaran Publik Tvri Stasiun SulawesiUtara. *Jurnal EMBA*, Vol.6 No.4, Hal. 2388 – 2397.

Sastrohardiwiryo, B. S. (2012). *Manajemen Tenaga Kerja Indonesia, Pendekatan Administrasidan Operasional. Cetakan pertama.* Jakarta : Salemba Empat.

Sedarmayanti. (2015). *Sumber Daya Manusia dan Produktivitas Kerja. Cetakan kedua.* Bandung: CV. Mandar Maju.

Siagian, S. (2016). *Manajemen Sumber Daya Manusia.* Jakarta: PT. Bumi Aksara. Singodimedjo. (2012). *Manajemen Sumber Daya Manusia.* Jakarta : Bumi Aksara. Sopiah. (2015). *Perilaku Organisasi.* Yogyakarta: Andi.

Sugiyono. (2016). *Metode Penelitian Manajemen.* Bandung: Alfabeta. Sujarweni, W. (2016). *Kupas Tuntas Penelitian Akuntansi dengan SPSS.*Yogyakarta: Pustaka Baru Press.

Sunarto. (2015). *Manajemen Karyawan.* Yogyakarta: AMUS.

Sutrisno, E. (2013). *Manajemen Sumber Daya Manusia.* Jakarta: Kencana PrenadaGroup. Sutrisno, E. (n.d.). *Manajemen Sumber Daya Manusia.* Jakarta: Kencana Prenada Group. Syahropi, I. (2016). Pengaruh Semangat Kerja Terhadap Kinerja Karyawan PT. Bangkinang Di Pekanbaru (Studi Kasus Pada Karyawan Tetap PT. Bangkinang).

*JOM FISIP*, Volume 3No. 2.

Thaiefi, I., Baharuddin, A., Priyono, & Idrus, M. S. (2015). Effect of Training, Compensation and Work Discipline against Employee Job Performance (Studies in the Office of PT. PLN (Persero) Service Area and Network Malang). *Review of European Studies*, Vol. 7, No. 11; 2015.

Thoha, M. (2015). *Perilaku Organisasi : Konsep Dasar dan Aplikasinya.* Jakarta:PT. Raja Grafindo.

Timpe,  A. (2010). *Kepuasan Karyawan Edisi ke-6.*  Jakarta:  PT. Macan JayaCemerlang. Tohardi, A. (2012). *Pemahaman Praktis Manajemen Sumber Daya Manusia.*
Bandung: Universitas Tanjung Pura, Mandar Maju.