



The Influence of Leadership, Communication and Work Discipline on Employee Performance at MSME Spice Mahmudah Sidoarjo

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In this study aims to determine the effect of leadership, communication and work discipline in simultan and partial to employee performannce MSME Spice Machmudah, and to determine the effect of the most significant among leadhership, communication and work disicpline on employee performannce MSME Spice Machmudah Sidoarjo. The result of this study took a sample of 150 employees with technique jenuh sampling and nonprobability sampling in MSME Spice Machmudah Sidoarjo. Moreover, this study is conducted using a quantitave method, survey, explanatory reserch As well as using analysis multiple linear with SPSS version 17 for Windows. The result of this study based on Simultaneous test shows that communication and disicpline affect the employee performannce simultaneously, and partial test shows that leadership, communication and work disicpline and affect the employee performannce in MSME Spice Machmudah Sidoarjo. Work disicpline show the most significant effect toward the employee performannce because it has the significance of the smallest compared with the other independent variables.

Keywords: *Leadership, Communication, Work Disicpline and Employe Performannce*

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INTRODUCTION

In order to face the current era of globalization and in the current condition of society, it is often found that several problems have caused many organizations or companies to fail which have an impact on the management of human resources. Leadership is the bone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person needs to think about his leadership. Human resource management in the organization is very important because it is the main actor in empowering other resources. However, complete work facilities and facilities are all meaningless without the support of existing human resources such as skilled and highly dedicated employees shown by high and good performance (work or work produced) in achieving the goals and targets set by the government. organization.

As one of the small and medium enterprises (MSME) in Sidoarjo which improves the regional economy for the surrounding community, especially in the Tanggulangin area, downtown Sidoarjo, Sidoarjo Regency. Improved service quality is carried out through improving employee performance in carrying out their duties and obligations. This effort is demanded even harder to improve the professionalism of its performance in providing good service. Therefore, research on the factors that affect performance is very important, knowing this makes it easier for a company to achieve the goals that have been set. Employee performance is influenced by several factors, namely: compensation, work environment, organizational culture, leadership, and work motivation, job satisfaction, communication and other factors (Siagian, 2017). These are some of the factors that have been mentioned, one of the factors that influence employee performance is the leadership factor. Because leadership plays a major role, which is the spearhead of a successful implementation of the company's organization.

The function of the leader is not only to guide and direct the subordinates, but the most important thing is how the leader is able to provide a clear vision and mission or direction where the organization will be taken, besides that a leader must be able to address various kinds of problems that arise within the company and those involving employees so that they are nurtured. high morale. With this work spirit, the output produced can make a big contribution to both employees and the company itself (Istianto, 2011) stating that an adequate government organization, then implementing good governance (Good Governance) will be realized, otherwise the weakness leadership is not optimal. As a leader, you should use your authority properly. This is in line with what was expressed by (Drs. Heidjratman, 2010) that the leader is someone who has the authority to achieve the goals that have been set with the help of others.

In addition, there is a variable that affects employee performance, one of which is communication, where communication can be interpreted as a process whose role is very large, because communication that occurs within an organization will also affect organizational activities, such as

performance efficiency, employee satisfaction about what to do. done, how well employees do it and what can be done to improve performance if it is below standard, if errors and obstacles occur in communication will cause the company's organizational performance to be hampered, and vice versa.

According to (Mangkunegara, 2010) communication is the process of transferring information, ideas, understanding, from one person to another that can be interpreted according to the intended purpose. According to (Anwar, 2010) communication is an effort that encourages others to interpret opinions as desired by people who have these opinions. Communication is expected to be obtained at the point of equality, mutual understanding. Communication has a broader meaning than just saying or writing something, it also includes an understanding.

There is one more variable that greatly affects employee performance, namely work discipline, where work discipline is said to be a discipline that focuses on making employees really work and have quality and services. According to (Mangkunegara, 2010) work discipline can be interpreted as the implementation of management to reinforce organizational guidelines. Another opinion according to (Siswanto, 2014) is that work discipline is an attitude of respect, respect, and obedience to the applicable regulations, both written and unwritten and being able to carry it out, not evading sanctions if given to him. Lack of awareness and willingness to act or behave according to norms and regulations or laws causes individuals or employees to act indisciplined.

MSME (small and medium enterprises) are one of the MSMEs that are quite good in the Tanggulangin area of Sidoarjo and this business is very helpful for the economy and unemployment in the area. The MSME workers, Maheasy Sidoarjo, lack regular discipline, even though the leadership in the business is quite good and is responsible for assigning tasks to employees and communication, has been fairly smooth between other employees. However, there are indications where employee performance is said to have not been maximized because many employees do not come to work without information.

Based on the background of the above problems as problems or gaps, a problem statement or problem statement can be drawn up, namely there are indications that employee performance is still not optimal. By referring to the problem statement and research problem above, it can be formulated a research question or problem formulation, namely is there any influence of leadership, communication and work discipline variables partially and simultaneously on employee performance, and which of the variables of leadership, communication, and work discipline has the most significant influence on employee performance.

The purpose of this study is to determine the effect of leadership, communication, and work discipline partially and simultaneously on the performance of MSME employees with spices Maheasy Sidoarjo and to find out which of the variables the influence of leadership, communication, and work discipline is most significant on

the performance of MSME employees with spices in Maheasy Sidoarjo.

LITERATURE REVIEW

Leadership

The concept of "leader" comes from the foreign words "leader" and "leadership" from "leadership". Leaders are the most results-oriented people in the world, and certainty with this outcome is only positive when one knows what one wants. Leaders are pioneers as people who are willing to step into the unknown. A leader is a person who has skills and advantages, especially skills and advantages in one field. So that he is able to influence other people to come together to carry out certain activities, in order to achieve one goal or goal. So, the leader is someone who has one or more advantages as a talent that is innate and is a necessity from an era situation, so that he has the power and authority to direct and guide subordinates.

Communication

a. Understanding Communication

Communication is the process of sending and receiving information or messages between two or more individuals effectively so that it can be understood easily. Meanwhile, according to the Big Indonesian Dictionary, communication is the sending and receiving of news or messages from two or more people so that the intended message can be understood. According to (Robbins, 2013) suggests that communication helps the development of motivation by explaining to employees what to do, how they work well and what to do to improve employee performance if it is below standard. According to (Badrudin, 2015) to understand the concept of communication as a concept in organizations there are at least three approaches that can be used, namely first, communication is seen as a process of storing information. Second, communication is a process of conveying various ideas from one person to another. Third, communication is seen as a process of creating "meaning" from ideas or ideas and concepts.

According to Rivai (2010) which states that leaders are not only sufficient to have the ability to make commitments or decisions in the thinking process.

b. Communication channels within the company

Knowledge that can lead to a better understanding of the discussion of organizational communication is by studying the basic directions of its motion that appear in the form of communication channels. Formal communication channels are determined by the organizational structure indicated by various other formal means.

c. Communication effectiveness

The importance of communication as the delivery of information to create information to create conformity of orders from superiors to subordinates so that the work goes well, therefore, the communication provided must be very concerned. Effective communication involves sending and receiving accurate and clearly understood messages between management and subordinates in a two-way process. In the

delivery of information, clear communication, namely verbal and non-verbal forms, can be clearly understood by communicators and communicants.

According to Eugene (2015) in effective communication it is necessary to remember the following steps:

- 1) Have a clear idea of the message to be conveyed.
- 2) Ideas should be conveyed in an appropriate form, if possible in the recipient's language.
- 3) Choose the most suitable communication medium, for example telephone/fax, e-mail, meeting/meeting, memo or report.
- 4) Ensure that the message reaches the recipient, however it must be realized that in the final analysis the responsibility for interpreting the message content rests with the recipient.
- 5) Ensure the meaning intended by the message to the destination, this is easier in two-way communication. An important tool for developing communication is the use of feedback on messages sent, feedback is a two-way process.

d. Communication indicator

The communication indicators according to Rivai (2011) are as follows:

- 1) Coordination between employees and the leadership runs normally.
- 2) The delivery of information between employees is going well.
- 3) Communication between employees and leaders goes well.
- 4) Submission of information from leadership to subordinates is always through official meetings.

Work Discipline

The word discipline itself comes from the Latin (discipline) which means "practice or education of decency and spirituality as well as the development of "charity" from the definition it is clear that the direction and purpose of discipline is basically "harmony" and "fairness" of group or organizational life, both formal and non-formal organizations. Harmony or fairness of the life of the group or organization can only be achieved if the relationship between members of the group or organization is only possible if the relationship between members of the group or organization is carried out in proportions or balances based on mutually agreed measures and values. with full awareness. In other words, there are obligations or obligations and the right to money must be obeyed and respected by each member of the group or organization. These obligations and rights can be obligations and rights based on similarities or differences in interests, and all of them are for the good of each member of the group or organization. Thus, the proper and obedient attitude of the members concerned towards the mutually agreed measures or values must still exist and be maintained. It is precisely the function of compliance/obedience that will encourage the achievement of organizational goals as well as possible. Discipline is a management activity to implement organizational standards (Dr. T. Hari Handoko, M.B.A, 2010).

Meanwhile, according to (Drs. H. Malayu S.P Hasibuan,

2013) discipline is a person's awareness and willingness to obey all company regulations and social norms that pass. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, he will obey / do all his duties well, not or coercion. Willingness is an attitude. The behavior, and actions of a person in accordance with company regulations, whether written or not. So someone will be willing to obey all the rules and carry out his duties. Either voluntarily or by necessity. Discipline is defined if employees always come and go home on time, do all their work well, comply with all company regulations and applicable social norms.

Handoko (2018) termed performance with work performance, namely the process through which organizations evaluate or assess employee work performance. The following are some definitions of performance by several experts quoted by Bambang Guritno and Waridin (2013), namely:

- 1) According to Winardi (2015) performance is a universal concept which is the operational effectiveness of an organization, part of the organization and its employees based on predetermined standards and criteria, because organizational organizations are basically run by humans.
- 2) According to Gomes (2010), performance is a record of the production results of a particular job or activity in a certain period of time.
- 3) Dessler (2016) states that job appraisal is to provide feedback to employees with the aim of motivating the person to eliminate performance declines or perform higher.
- 4) Efendi (2010) argues that performance is the result of work produced by employees or real behavior that is displayed according to their role in the organization, besides that a person's performance is influenced by the level of education, initiative, work experience, and employee motivation. Education affects a person's performance because it can provide broader insight to take initiative and innovate and subsequently affect his performance.
- 5) Sopiha (2012) states that the environment can also affect a person's performance. A conducive environmental situation, such as support from superiors, co-workers, adequate facilities and infrastructure will create its own comfort and good performance. Meanwhile, according to Simamora (2013), employee performance is the level of employee work results in achieving the job requirements given.

Employee Performance

Employee performance is a process until the work is carried out for the achievement of tasks in accordance with company goals. A company's success can be seen from the performance or implementation of employee work because employees are one of the driving resources of the company. In the field of human resources, companies and employees need feedback on their wages.

Individual productivity according to (Mathis, 2018), a person's performance depends on three factors, the ability to

do his job, the level of effort, and the support given to the person. Performance is the end result of an activity (Robbins, 2013).

Relationship between variables

1. The relationship of leadership to employee performance
According to previous research from Purnomo (2013) the influence of leadership, motivation and work discipline on the performance of PDAM Tirta Moedal Semarang employees. The results of his research indicate that leadership has a positive and significant effect on employee performance. From the explanation above, the relationship between leadership and employee performance can be seen. Employees will work hard if directed by the leader.
2. Relationship of communication to employee performance
According to Robbins (2013) communication has a positive and significant effect on employee performance. Effective and easy communication for employees to survive working in their environment. Only through effective communication or the transfer of meaning from person to person can information and ideas be conveyed properly.
3. The relationship between work discipline and employee performance
According to previous research from Soleha (2012) the influence of leadership, work discipline, and communication on the performance of Indonesian broadcasting commission secretariat employees in the province of West Java. The results of the discussion resulted in data that communication had a significant simultaneous effect on the performance of the Indonesian broadcasting commission secretariat employees in the province of West Java. From the explanation above, the relationship between work discipline and employee performance can be seen. Leaders who manage the arrival and delay of employees properly will produce good employee performance.

Conceptual Framework

[Figure 1 about here.]

Partial Conceptual Framework

[Figure 2 about here.]

Hypothesis

It is a provisional assumption from research whose truth needs to be tested first. based on the formulation of the problem and the subject matter above, the following hypothesis is proposed:

- There is a simultaneous influence of leadership, communication, and work discipline on employee performance at MSME Spice Mahmudah Sidoarjo.
- There is a partial influence of leadership, communication, and work discipline on employee performance at MSME

Spice Mahmudah Sidoarjo.

That among the variables of leadership, communication, and work discipline; The work discipline variable has the most significant effect on employee performance at MSME Spice Mahmudah Sidoarjo.

METHOD (FOR RESEARCH ARTICLE)

In this study the author uses a quantitative approach. The type of research used in this research is explanatory research because it explains why symptoms, events, phenomena occur. Symptoms, events, phenomena, are assumed not to stand alone, but there are factors that cause it. This type of research is a survey research type because it takes a sample from a population and uses a questionnaire as the main data collection tool.

Operational definition and measurement of variables:

Aspects of research that provide information to us about how to measure variables and provide explanations chosen by researchers.

Leadership Independent Variable (X1)

Leadership is the ability possessed by a person in the form of intelligence, expertise, authority, and charisma to be able to influence a group and all its components towards achieving goals. According to (Widodo, 2010) indicators of leadership variables are: Telling, Selling, Participating, and Delegating.

Communication Independent Variable (X2)

Communication is a delivery process from one party to another to inform, change attitudes, opinions, or behavior both directly and indirectly. According to (Sopiah, 2011) the flow of formal communication in organizations can be divided into four, namely: Communication from top to bottom, Communication from bottom to top, Horizontal Communication, and Diagonal Communication.

Work Discipline Independent Variable (X3)

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms. According to (Guritno, 2013) work discipline has the following indicators: Compensation, Quality of work discipline, Conservation of rules, and Quantity of work.

Employee Performance Dependent Variable(Y)

Performance is the result of a person's overall level of success in carrying out tasks. Performance or performance can be concluded as follows: the work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, does not violate the law and according to morals and ethics. Employee performance has the following indicators: Systematic and work efficiency, work results, work skills, responsibilities, and employee abilities.

Population

Population is a generation area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were the employees of MSME Spice Mahmudah Sidoarjo, amounting to 150 people. While the sample is part of the number and characteristics possessed by the population. The sample used using a sampling technique. Basically the sampling technique is divided into two parts, namely probability sampling and non-probability sampling. While this study uses non-probability sampling and the sampling technique used is the saturated sample technique, which uses the entire number of employees of the existing Macheasy Sidoarjo umkm employees. The sample used in this study were all employees at MSME Spice Mahmudah Sidoarjo totaling 150 employees.

RESULTS AND DISCUSSION

Multiple Linear Regression Test Analysis

[Table 1 about here.]

Based on the results of the analysis above, it can be explained through the following formula:

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

$$Y = 24,536 + (-0.685) X_1 + 0.294X_2 + 0.486X_3$$

Looking at table 1 above and based on the formulation of the regression problem above, it can be interpreted as follows:

- The constant value of 24,536 states that if there is no independent variable, then Employee Performance is 24,536.
- The X1 coefficient value of -0.685 states that the addition of leadership by 1 will experience a decrease in Employee Performance -0.685.
- The coefficient value of 0.294 states that the addition of communication is 1, then the value of Employee Performance will experience an increase in communication (good communication) of 0.294.
- The coefficient value of 0.486 states that the addition of work discipline by 1 will increase Employee Performance by 0.486

[Table 2 about here.]

Based on the table above, it shows that the calculated F is 35.216, while the results of the F distribution table with a significant level of 5% (0.05) is 2.67. This means that F count > F table (35.216 > 2.67), then there is a strong reason that H1 is rejected and H0 is accepted. Reinforced by a significant value (0.00 < 0.05), then there is a reason for H1 to be accepted and H0 to be rejected. So the calculation concludes that the variables of leadership (X1), communication (X2), work discipline (X3) simultaneously

affect the dependent variable, namely Employee Performance (Y).

[Table 3 about here.]

Leadership (X1)

The calculated t value for the leadership variable is - 6.762 then the value in the distribution table is 5% (0.05) which is 1.655. Then the value of t count > t table (6.762 > 1.655), which means that there is a strong reason for H1 to be accepted and H0 to be rejected. This is reinforced by the significance value ($0.00 < 0.05$), so there is a reason for H1 to be accepted and H0 to be rejected, so it can be interpreted that there is a significant influence between the leadership variable and employee performance.

Communication (X2)

The calculated t value for the communication variable is 5.625 then the value in the distribution table is 5% (0.05) which is 1.655. Then the value of t count > t table (5.625 > 1.655). This is reinforced by the significance value ($0.00 < 0.05$), which means that there is a strong reason for H1 to be accepted and H0 to be rejected. So that it can be interpreted that there is a significant influence between the communication variable and employee performance.

Work Discipline (X3)

The calculated t value for the work discipline variable is 6.937 then the value in the table (t table) distribution of 5% (0.05) is 1.655. Then the value of t count > t table (6.937 > 1.655), which means that there is a strong reason for H1 to be accepted and H0 to be rejected. This is reinforced by the significance value ($0.00 < 0.05$), so there is a reason for H1 to be accepted and H0 to be rejected, so that it can be interpreted that there is a significant influence between work discipline variables and employee performance.

[Table 4 about here.]

The range of R values is between 0 and 1. The closer to 1, the stronger the relationship between the independent variables and the dependent variable. And then getting closer to 0 means that the relationship between the independent variables together with the dependent variable is getting weaker or even non-existent. By looking at table 4 above, it can be concluded that the value of the multiple correlation coefficient (R) is 0.648 or an amount close to 1, which means that there is a strong relationship between the independent variables which include leadership (X1), communication (X2), work discipline (X3) to the dependent variable, namely Employee Performance (Y) of 0.648.

[Table 5 about here.]

By looking at the table above, it can be concluded that the determinant coefficient in this study is 0.420 so that it proves that the value is below 5% or tends to approach the

value 0. It can be concluded that the independent variables consist of leadership (X1), communication (X2), work discipline (X3) has moderate effect in explaining the variables.

Discussion

Based on the results of the analysis through the classical assumption test, multiple linear regression and hypothesis testing, it shows that the variables of leadership, communication, and work discipline on employee performance in MSME employees Spice Mahmudah Sidoarjo are as follows:

First Hypothesis:

There is a simultaneous influence of leadership, communication and work discipline on employee performance. The results of data analysis prove that leadership, communication, and work discipline have a simultaneous effect on employee performance at MSME Spice Mahmudah Sidoarjo. This it can be stated that leadership, communication and work discipline together will improve employee performance. Good and appropriate leadership, communication and work discipline can improve employee performance at MSME Spice Mahmudah Sidoarjo.

Leadership, communication and work discipline simultaneously affect employee performance because leadership is very creative in developing the company in various ways, for example: providing training to employees. Supported by leadership behaviors which include: Telling, Alternating, Participating, Delegating so that employees are able to accept what the leader has said. At this company, employee performance is inseparable from the influence of communication with a reality that employees who feel good communication between employees and superiors and between fellow employees, this can be seen from the highest percentage of the questionnaire, namely: the leadership never discriminates and behaves fair to employees.

In addition, related to work discipline, it can be seen from the neutral answer from the percentage on the questionnaire that employees have tried to do their assignments on time. In this case, the company gives more confidence to the staff not to depend on their superiors. In addition to employees, they are also given freedom in the form of independence and greater flexibility in planning and determining the procedures used to complete the given work, especially for new employees, so that they can feel more trusted and in the end the tendency of employee performance will be better, in terms of This leader only needs to supervise his employees.

Leadership in this company is in accordance with Fairchild's theory (Kartono, 2010) which suggests that a leader in a broad sense is someone who is a leader by initiating social behavior by regulating, showing, organizing or controlling the efforts of others or through prestige, power, or position. Whereas in a limited sense a leader is someone who guides the leader with the help of his persuasive qualities.

This research is in accordance with the theory of (Anwar, 2010) that communication is an effort that encourages others to interpret opinions as desired by people who have these opinions. Communication is expected to be obtained at the point of equality, mutual understanding. Communication has a broader meaning than just saying or writing something, it also includes an understanding so that the work done by fellow employees will result in good employee performance.

This research is also strengthened by According to (Robbins, 2013) communication has a positive and significant effect on employee performance. Effective and easy communication for employees to survive working in their environment. Only through effective communication or the transfer of meaning from person to person can information and ideas be conveyed properly.

This is in accordance with the theory according to (Sedarmayanti, 2001) that work discipline has a positive effect on employee performance because through work discipline there will be awareness and willingness of employees to obey organizational rules and social norms. So that the employee's work discipline that is not good also affects the employee's performance.

The results of the study are strengthened by research conducted by (Hidayah, 2011) with the title analysis of the influence of work discipline and communication on performance by mediating employee work motivation, the results of this study work discipline have a significant influence on work motivation variables proved to be very large so that with this motivation performance employees will be good.

Second Hypothesis:

There is a partial influence of leadership, communication and work discipline on employee performance. Based on the results of the study indicate that leadership, communication and work discipline have a partial effect on employee performance, which will be described below:

a. The Effect of Leadership on Employee Performance.

Based on the results of the analysis that leadership has a partial effect on employee performance. Leadership is obtained by employees when they feel comfortable working but the resulting targets are satisfactory. In this case, the company gives more confidence to the staff not to depend on their superiors. In addition to employees, they are also given freedom in the form of independence and greater flexibility in planning and determining the procedures used to complete the given work, especially for new employees, so that they can feel more trusted and in the end the tendency of employee performance will be better, in terms of This leader only needs to supervise his employees.

Leadership in this company is in accordance with Fairchild and (Kartono, 2010) theory which suggests that a leader in a broad sense is someone who is a leader by initiating social behavior by regulating, showing, organizing or controlling the efforts of others or through prestige, power, or position. Whereas in a limited sense a leader is

someone who guides the leader with the help of his persuasive qualities.

b. The Effect of Communication on Employee Performance.

Based on the results of the above analysis proves that communication has a partial effect on employee performance. This shows that according to the theory of According to (Robbins, 2013) communication has a positive and significant effect on employee performance. Effective and easy communication for employees to survive working in their environment. Only through effective communication or the transfer of meaning from person to person can information and ideas be conveyed properly

This research is reinforced by (Anwar, 2010) communication, which is an effort that encourages others to interpret opinions as desired by people who have these opinions. Communication is expected to be obtained at the point of equality, mutual understanding. Communication has a broader meaning than just saying or writing something, it also includes an understanding so that the work done by fellow employees will result in good employee performance.

c. The Influence of Work Discipline on Employee Performance.

Based on the results of the research above, work discipline has a partial effect on employee performance. The work will be completed if it is done on time and meets the target, and is full of responsibility. According to the theory (Hasibuan, 2013) discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, he will obey / do all his duties properly, not or coercion.

The results of the study are strengthened by research conducted by (Sedarmayanti, 2011) that work discipline has a positive effect on employee performance because through work discipline will arise employee awareness and willingness to obey organizational rules and social norms. While the work discipline here, the employee here is the employee's perception of the employee's personal attitude in terms of order and self-regulation that is owned by the employee in working in the organization without any violations that harm him, others, or the environment.

Third hypothesis:

Among the variables of leadership, communication and work discipline; Work discipline variable is the most influential variable on employee performance compared to leadership and communication. The results of the analysis show that the most significant variable on employee performance is work discipline compared to leadership and communication variables, so that it is in accordance with the theory (Hasibuan, 2013) discipline is a person's awareness and willingness to obey all company regulations and social norms that have passed. Awareness is the attitude of a person who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, he will obey / do all his duties properly, not or coercion.

The results of the study are strengthened by research conducted by (Sedarmayanti, 2011) that work discipline has a positive effect on employee performance because through work discipline will arise employee awareness and willingness to obey organizational rules and social norms. While the work discipline here, the employee here is the employee's perception of the employee's personal attitude in terms of order and self-regulation that is owned by the employee in working in the organization without any violations that harm him, others, or the environment.

CONCLUSIONS

Conclusion

From the results of the research and discussion presented, it can be concluded several things as follows:

- The variables of leadership, communication and work discipline have a simultaneous effect on employee performance at MSME Spice Mahmudah Sidoarjo. This explains that the leadership, communication and work discipline felt by employees are quite good and have a positive impact, so that they get good results every month at MSME Spice Mahmudah Sidoarjo.
- Variables of leadership, communication and work discipline have a partial effect on employee performance at UMKM Bumbu Mahmudah Sidoarjo. This explains that each independent variable has a significant influence on employee performance. Where all independent variables are good and have a positive impact. So that the employee's performance increases at the MSME Spice

Mahmudah Sidoarjo.

Among the variables of leadership, communication and work discipline; the work discipline variable that has the most significant influence on employee performance at MSME Spice Mahmudah Sidoarjo. This explains that work discipline that can affect employee performance becomes more active and diligent in a job, it will also affect employee performance, because the employee feels valued for every job.

Suggestion

Based on the results of the research and evaluation above, the suggestions that the author can give are as follows:

- With this research, the researcher should be able to apply the theoretical knowledge learned so far. In addition, the author's knowledge insight should also be increased, especially in management science.
- With this research, the company should be able to analyze problems and provide solutions to problems that actually occur in the company through the application of knowledge gained during college.
- With this research, the alma mater should be able to use this research as an additional reference, information and comparison for other researchers who will later make research on the same topic, and also as an addition to the treasury treasures at Muhammadiyah University of Sidoarjo.

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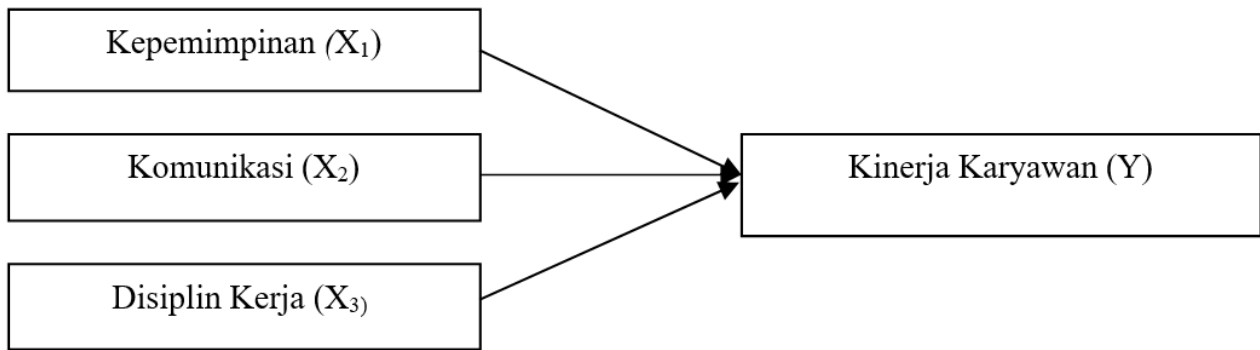


Figure 1 / Partial Conceptual Framework

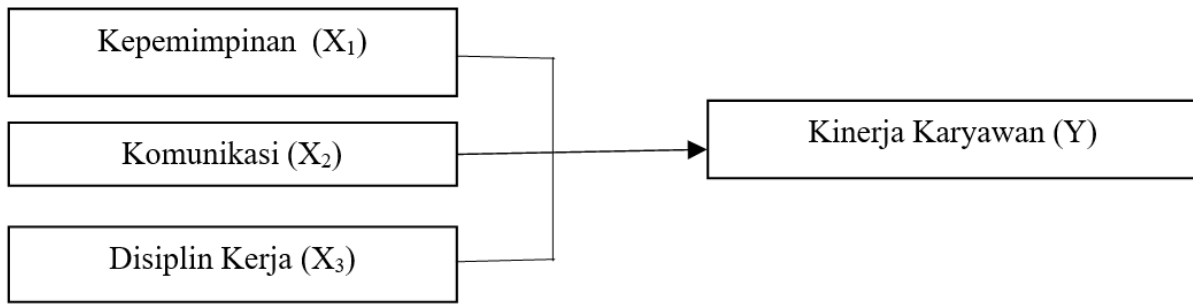


Figure 2 | Conceptual Framework Simultaneously

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TABLE 1 | Multiple Linear Regression Test

Coefficientsa						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,536	2,907		8,44	0,000
	Kepemimpinan	-0,685	0,101	-0,6	-6,762	0,000
	Komunikasi	0,294	0,052	0,369	5,625	0,000
	Disiplin kerja	0,486	0,07	0,632	6,937	0,000
Source: SPSS data processed, 2018 (Appendix)						

TABLE 2 | Simultaneous Test

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	412,180	3	137,393	35,216	,000
	Residual	569,613	146	3,901		
	Total	981,793	149			

TABLE 3 | Partial Test

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,536	2,907		8,44	0,000
	Kepemimpinan	-0,685	0,101	-0,6	-6,762	0,000
	Komunikasi	0,294	0,052	0,369	5,625	0,000
	Disiplin kerja	0,486	0,07	0,632	6,937	0,000
Source: SPSS data processed, 2018 (Appendix)						

TABLE 4 | Multiple Correlation Test (R)

Model Summary b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,648a	,420	,408	1,975	,420	35,216

Source: SPSS output version 24, 2019

TABLE 5 | Coefficient of Determination

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,648a	,420	,408	1,975	,420	35,216

Source: SPSS output version 24, 2019