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The Effect Of Employee Competency, Work Communication And Work Discipline On Employee Performance Inbatam City Investment And One-Door Integrated Services (DPM&PTSP) Department

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Abstract

This research was conducted at the Batam City Investment and One-Stop Integrated Services Agency (DPM&PTSP). The number of respondents in this study was 68 respondents. The data collection tool used in this study was a questionnaire and the analysis tool used was SPSS 19. This research was conducted for six months, namely from June 2026 to November 2026. The variables used in the study were Work Competence, Work Communication, Work Discipline, Employee Performance. The results of this study can be described as follows; Hypothesis testing whether the Work Competence variable has an effect on Employee Performance, then t count (11,002) > t table (1.668), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Competence variable has an effect on Employee Performance. Hypothesis testing whether the Work Communication variable has an effect on Employee Performance, then Because t count (7,953) > t table (1.668), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Communication variable has an effect on the Employee Performance variable. In testing the hypothesis whether the Work Discipline variable has an effect on Employee Performance, then Because t count (9.767) > t table (1.668), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Discipline variable has an effect on the Employee Performance variable. Hypothesis testing whether the Work Competence, Work Communication and Work Discipline variables simultaneously have an effect on Employee Performance. The Anova test produces a

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calculated F figure of 103.331 > F table 2.52 with a significance level (probability number) of 0.05. F count > F table then Ho is rejected and H1 is accepted. Then the regression coefficient of Work Competence (X1), Work Communication (X2) and Work Discipline (X3) together have a significant effect on the Employee Performance variable (Y).

Keywords: Work Competence, Work Communication, Work Discipline, Employee Performance

INTRODUCTION

One of the roles of the Civil Servant (ASN) is to serve the public. To be able to provide public services to the community professionally, honestly, fairly and equitably, employee development is necessary to improve the quality of human resources and have attitudes and behaviors that reflect devotion, honesty, responsibility, discipline and authority so that services to the community can be provided in accordance with the development of society in the implementation of state, government and development duties that are based on loyalty and obedience to Pancasila and the 1945 Constitution.

The State Civil Apparatus (ASN) of the Batam City Investment and One-Stop Integrated Services Agency (DPM&PTSP), who work as civil servants, have duties and responsibilities in carrying out their assigned tasks. The role of employees working in government is crucial in determining the success or failure of achieving goals for the public interest. The success of a government agency's work unit is also influenced by the sincerity and willingness of each employee in carrying out and completing their duties. Employees working in government agencies are required to be able to complete their duties and responsibilities effectively and efficiently. The results can be measured by a performance system that is able to provide positive and beneficial contributions to the services of other employees and the community.

Batam City Investment and One-Stop Integrated Services OfficeAs a government agency which is part of a work unit in organizing government and development in the region, it certainly requires personnel who can realize the organization's goals and carry out its duties and work.

Performance is a description of the level of achievement of a program, activity, or policy in realizing an organization's goals, objectives, vision, and mission, as outlined in its strategic plan. The presence of employees is a significant factor in the realization of an organization's plans. Employee performance is the work results achieved by an individual in carrying out assigned tasks to achieve work targets. Success and failure in

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an organization are essentially determined by the organization's performance in managing its existing resources.

Batam City Investment and One-Stop Integrated Services Agency (DPM&PTSP)Those who desire to build high-quality performance will not achieve this without the support of their employees. Therefore, planning employee quality development means the organization is striving to build and create a synergistic force within a single framework: a high-performance management organization.

Every organization not only expects capable, competent, and skilled employees, but equally importantly, employees who are willing to work hard and have a desire to achieve maximum results. Skills and abilities are meaningless to an organization if they are unwilling to work hard. The goal of managing a compensation system within an organization is to attract and retain human resources because the organization needs them to achieve its goals.

Communication is the process of sending meaningful messages or symbols from a communicator to a recipient for a specific purpose. Therefore, communication involves a process, each of which carries meaning, depending on the recipient's understanding and perception. Therefore, communication will be effective and its objectives achieved if each participant shares the same perception of the symbols.

Communication plays a vital role in organizations. It's crucial in work, not just in work; it's something we do most often in our daily lives..Employees should always communicate with each other, both with their superiors and with their subordinates and coworkers, to avoid errors in conveying information within the organization. Communication serves key functions within an organization, not just in the office but throughout the organization: control, motivation, emotional expression, and information. Therefore, employees are required to communicate any work-related complaints to their superiors or coworkers.

Effective communication can also create a social climate that motivates employees to improve their performance, where employees and management have a sense of mutual understanding. Besides communication, another factor that can influence employee performance is work experience.

Discipline is a person's behavior that complies with the organization's rules and work procedures, both written and unwritten. Good employee discipline accelerates the achievement of organizational goals, while undisciplined employees slow down their achievement.

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Work discipline must be instilled in every employee. Employee awareness is required through compliance with applicable regulations. Regulations are essential to provide guidance and counseling for employees in establishing good order within their organization. Furthermore, the company itself must ensure that these regulations are clear, easy to understand, and applicable to all employees of the Batam City Investment and One-Stop Integrated Services Agency (DPM&PTSP).

Discipline is an employee's characteristic of consciously complying with the rules and regulations of a particular organization. Discipline significantly impacts employee and organizational performance, as it serves as a form of training for employees in implementing company regulations. The greater the discipline, the higher the employee's work productivity and performance.

From the results of the background description above, the author is interested in conducting research with the research title "The Influence of Employee Competence, Work Communication and Work Discipline on Employee Performance at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP).

THEORETICAL BASIS

Employee Performance

Nengsih et al. (2023) define performance as a person's overall ability to work in such a way as to optimally achieve work goals and various targets created with sacrifices that are relatively smaller compared to the results achieved. Assessment can be done by comparing employee work results with job standards. If work results are achieved up to or exceed work standards, an employee's performance can be considered good. Conversely, an employee whose work results do not meet work standards is considered poor or low performance.

Rivai (2015, p.12) defines performance or work achievement as the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or performance that have been determined in advance and agreed upon together.

Based on the definitions above, the researcher used the reference theory from Bangun's book (2017, p. 231), explaining that performance appraisal is a process carried out by organizations to evaluate or assess the success of employees in carrying out their duties. The assessment can be done by comparing the work results achieved by employees with job standards. If the work results obtained meet or exceed the work standards, an employee's performance can be said to be in the good category.

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Conversely, an employee whose work results do not meet the work standards is included in the poor performance or low performance.

Hamdiyah (2016:5) states that employee performance is work achievement that reflects the comparison between work results and established standards. To achieve optimal employee performance, human resource management is necessary, relating to compensation, the work environment, and leadership.

Fadil Sandewa (2018:97) said that performance is the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally and without violating the law and in accordance with morals and ethics.

From the above opinion, it can be concluded that employee performance is the ability to achieve job requirements, namely when work targets can be completed in a timely manner or within the allotted timeframe, thereby aligning the company's morals and ethics. Thus, employee performance can contribute to the company.

Employee Competence

Term*competencies, 'competence'*and 'competent', which in Indonesian translates as competence, skill, and empowerment, refers to a state of being capable and appropriate. The English dictionary defines the word 'competence' as a state of being appropriate, adequate, or suitable. The definition of competence in the workplace refers to the understanding of a person's suitability for their job. Competence refers to the characteristics underlying behavior that describe the motives, personal characteristics (traits), self-concept, values, knowledge, or skills that someone brings to perform superiorly in the workplace.

Rahmat (2019) states that competence is a person's characteristic related to effective and/or superior performance in specific work situations. Competence is considered a fundamental characteristic because it is a deep and inherent part of a person's personality and can be used to predict various specific work situations. Furthermore, it is said to be related to behavior and performance because competence causes or can predict behavior and performance.

Rachmaniza (2020) states that competence is a characteristic that underlies a person related to the effectiveness of an individual's performance in his work or a basic characteristic of an individual that has a causal relationship or is cause-effect with the criteria thatused as a reference, effective or performing well or superiorly in the workplace or in certain situations.

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Sinaga (2019) stated that competence is an ability possessed by an individual who has a selling point and that is applied from the results of creativity and innovation produced.

Gultom (2019) states that competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits.

Work Communication

Communication is a crucial interaction in human social life, as all human activities begin with it. In general, the term "communication," or "communication" in English, is derived from the Latin word "Communicatio," meaning "same." "Same" in this context refers to having the same meaning or significance.

Mas and Haris (2020:7) state that the word or term "communication" (English "communication") comes from the Latin "communivatus," which means "to share" or "to belong together." Thus, according to the dictionary, the word "communication" refers to an effort aimed at achieving togetherness. Communication can also be defined as the process of sharing between the parties involved in the communication activity.

Laksono (2021) states that "communication is defined as a conversation or exchange of conversations and opinions so that togetherness and solidarity will continue to be established." According to Siregar et al (2021:12) communication can be defined as holding a conversation by sending and receiving messages involving two or more people in achieving a common understanding by using the usual means of communication through speech, writing, or nonverbal signals.

Work Discipline

Work discipline is an obligationOffices or agencies where employees work are required to pay attention to employee work discipline so that employee performance improves and employees do not arbitrarily engage in non-essential activities during working hours. Work discipline is a concept in the workplace or management that requires employees to behave in an orderly manner. Discipline is a condition that causes or encourages employees to act and carry out all activities in accordance with established rules.

Good discipline is reflected in a person's strong sense of responsibility for the tasks assigned to him. Sinambela (2019:332) "therefore, regulations are very necessary to

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create good order inoffice where you work, because the discipline of an office or workplace is said to be good if most employees obey the existing regulations".

Discipline is very necessary for both the individual concerned and the agency, because discipline really helps individuals to straighten things out.What can and cannot be done in an office. Discipline shows a condition or attitude of respect that exists in employees towards office rules and regulations.

Sari (2020) stated that work discipline is a form of respect for the organization, adherence to rules, and willingness to accept punishment for violations. Discipline is a key attitude in human resource management; the higher the work discipline, the higher the work performance.

Framework

Based on existing theories, a research model or research framework can be formulated to be used in this study. This research model is further illustrated in the figure below.

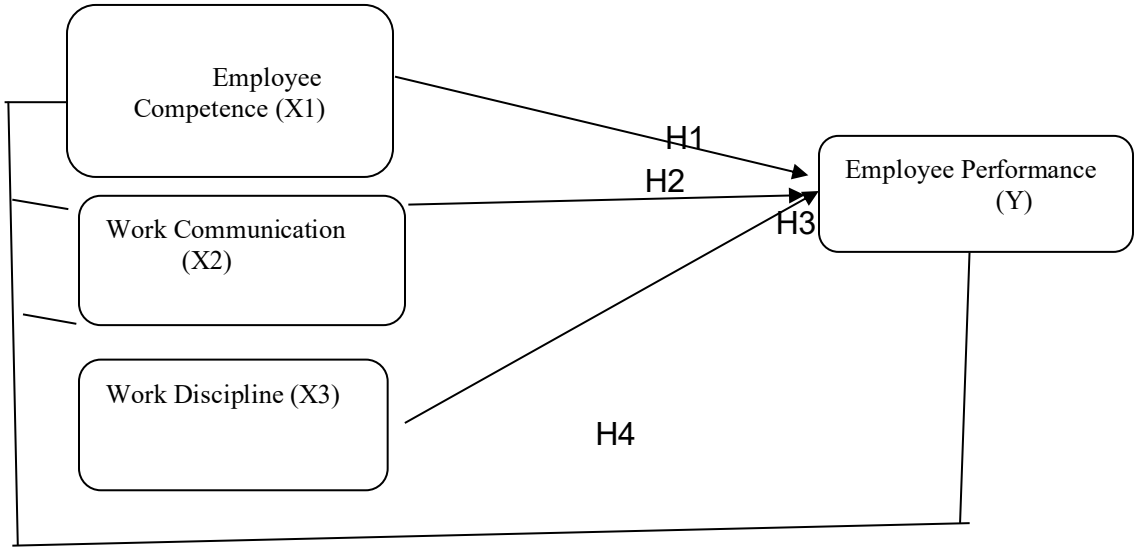


Figure 2.1; Research Framework

Hypothesis

A hypothesis is a tentative assumption whose truth remains to be tested. This hypothesis is intended to provide direction for research analysis.

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1. There is an Influence of Employee Competency onEmployee Performance AtBatam City Investment and One-Stop Integrated Services Agency (DPM & PTSP).
2. There is an Influence of Work Communication on CommunicationEmployee Performance AtBatam City Investment and One-Stop Integrated Services Agency (DPM&PTSP).
3. There is an Influence of Work Discipline onEmployee Performance AtBatam City Investment and One-Stop Integrated Services Agency (DPM&PTSP).
4. There is a Joint Influence between Employee Competence, Work Communication and Work DisciplineEmployee Performance AtBatam City Investment and One-Stop Integrated Services Agency (DPM&PTSP).

RESEARCH METHODOLOGY

METHOD OF COLLECTING DATA

Data collection techniques are the methods used by researchers to uncover or gather quantitative information from respondents within the scope of the research. Sujarweni (2016:74) stated that to obtain information and data in this study, the author used several data collection techniques, including:

1. Interview

   An interview is one instrument used to gather data verbally. This must be conducted in-depth to obtain valid and detailed data. Interviews are conducted using a questionnaire and are a direct method of data collection.
2. Questionnaire

   A questionnaire is a data collection technique that involves providing respondents with a set of written questions or statements to answer. The questions should be clear and unambiguous.
3. Literature review

   Literature study is a method of collecting data and information by carrying out library activities through books, journals, previous research and so on that are related to the research being carried out.

Population and Sample

Sugiyono (2018:130) states that population is a general area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was all employees

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of the Batam City Investment and One-Stop Integrated Service (DPM & PTSP) Office in 2026, totaling 68 employees.The total population of 68 employees who were used as respondents in this study. Of these employees, the researcher will utilize all of them as respondents.

1) Data Analysis Tools

Multiple Regression Analysis

According to Sugiyono (2018:307) Multiple linear regression is used by researchers to predict the condition (rise and fall) of the dependent variable or multiple linear regression is carried out if the number of independent variables is at least two. The application of the multiple linear regression method uses more than one variable which has one dependent variable. This study aims to determine the extent of influence of the independent variables, namely Competence, Communication, and Work Discipline, on the dependent variable, Employee Performance at the Batam City Investment and One-Stop Integrated Service (DPM & PTSP). The form of the multiple linear regression equation used in this study is as follows:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

DISCUSSION OF RESEARCH RESULTS

Analysis of the Influence of Work Competence (X1) on Employee Performance (Y)

This section shows the method used in entering variables, where the author enters the variables to be analyzed (Variables Entered), namely "Work Competence (X1)" and no variables are excluded because the author uses the "Enter" method.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.419a	.435	.332	2,301

a. Predictors: (Constant), Job Competence

This section shows the magnitude of the Determination Coefficient, which functions to determine the percentage of the dependent variable (Employee Performance) that can be predicted using the independent variable (Work Competence). The Determination Coefficient is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The Determination Coefficient is calculated by squaring the correlation result, then multiplying it by 100% (r2 x 100%).

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Judging from the R Square figure which is the squared correlation number or 0.4192, it can be explained that it is 0.435. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.435 or equal to 43.50%. This figure means that only 43.50% of the Performance of Employees of the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office can be explained using the employee's Work Competence variable. While the remaining 56.50% (100% - 43.50%) must be explained by other causal factors. For your information, the magnitude of the R Square ranges from 0 to 1, which means the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,238	2,231		2,713	.000
	Work Competencies	.487	.103	.637	11,002	.000

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X1 = Work Competence

a = the constant number in this study is 5.238

b = regression coefficient figure of 0.487

From the data above, the equation is as follows:

Y = 5,238+ 0.487 X1

The t-test will be used to test the significance of the constant and the Work Competence variable (X1) against the Employee Performance Variable (Y) at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP).

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Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 11,002
- t table = to calculate the t table, use the following conditions:

  α = 0,05

  Degree of Freedom(DF) = (number of data – 2) or 68 – 2 = 66

  t table = 1.668 results from the table

Because t count (11,002) > t table (1.668), ten Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Competence variable has an effect on Employee Performance at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP).

Analysis of the Influence of Work Communication (X2) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.627a	.577	.583	1,865

a. Predictors: (Constant), Work Communication

This section shows the magnitude of the Coefficient of Determination which functions to determine the percentage of the dependent variable (Employee Performance) that can be predicted using the independent variable (Work Communication). The Coefficient of Determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The Coefficient of Determination is calculated by squaring the correlation result, then multiplying it by 100% (r2 x 100%).

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When viewed from aThe R Square number (squared correlation number or 0.6272 is 0.577. The R Square number is also called the Determination Coefficient. The magnitude of the determination coefficient number is 0.577 or equal to 57.70%. This number means that only 57.70% of the Performance of Employees of the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office that occurs can be explained by using the Work Communication variable between employees and with leaders. While the rest, namely 42.30% (100% - 57.70%) must be explained by other causal factors. To be known, the magnitude of the R Square ranges from 0 to 1 which means that the smaller the magnitude of the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,970	1,764		3,312	.001
	Work Communication	.464	.134	.623	7,953	.000

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X2 = Work Communication

a = the constant number in this study is 2,970

b = regression coefficient figure of 0.464

From the data above, the equation is as follows:

Y = 2,970+ 0.464 X2

The t-test will be used to test the significance of the constant and variable of the Work Communication factor (X2) on the Employee Performance variable

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(Y) at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP).

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count =7,953
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 68 – 2 = 66
  t table = 1,668⟶ results from the table

Because t count (7,953) > t table (1,668), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Communication variable has an effect on the Employee Performance variable at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP).

Analysis of the Influence of Work Discipline (X3) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.968a	.543	.574	1,022

a. Predictors: (Constant), Work Discipline

This section shows the magnitude of the Coefficient of Determination which functions to determine the percentage of the dependent variable (Employee Performance) that can be predicted using the independent variable (Work Discipline). The Coefficient of Determination is used to calculate the magnitude of the role or influence of

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the independent variable on the dependent variable. The Coefficient of Determination is calculated by squaring the correlation result, then multiplying it by 100% (r2 x 100%).

The R Square figure is the squared correlation figure or 0.9682, which is 0.543. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.543 or equal to 54.30%. This figure means that 54.30% of Employee Performance at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP) can be explained using the employee Work Discipline variable. While the remaining 45.70% (100% - 54.30%) must be explained by other causal factors. To be noted, the magnitude of the R Square ranges from 0 to 1, which means that the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,737	1,004		1,605	.006
	Work Discipline	.427	.151	.737	9,767	.000

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X3 = Work Discipline

a = the constant number in this study is 2.737

b = regression coefficient figure of 0.427

From the data above, the equation is as follows:

Y = 2.737 + 0.427 X3

The t-test will be used to test the significance of the constant and Work Discipline (X3) on the Employee Performance variable (Y) at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP).

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Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 9.767
- t table = to calculate the t table, use the following conditions:
  α = 0.05
  Degree of Freedom (DF) = (number of data – 2) or 68 – 2 = 66
  t table = 1.668 results from the table

Because the calculated t (9.767) > t table (1.668), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Discipline variable has an effect on the Employee Performance variable at the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office.

Correlation Analysis of Work Competence (X1), Work Communication (X2) and Work Discipline (X3) Simultaneously on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.735a	.534	.625	.531

a. Predictors: (Constant), Work Discipline, Work Communication, Work Competence

This section shows the magnitude of the Coefficient (Employee Performance) that can be predicted by using independent variables simultaneously (Work Competence, Work Communication and Work Discipline). The Determination Coefficient is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The Determination Coefficient is calculated by squaring the correlation result, then multiplying it by 100% (r2 x 100%).

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The R Square number (squared correlation number or 0.7352) is 0.534. The R Square number is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.534 or equal to 53.40%. This figure means that 53.40% of the Performance of Employees of the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office can be explained using the variables of Work Competence, Work Communication and Employee Work Discipline. While the remaining 46.60% (100% - 53.40%) must be explained by other causal factors. To be noted, the magnitude of the R Square ranges from 0 to 1, which means that the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111,301	3	64,622	103,331	.000a
	Residual	36,013	64	.634		
	Total	147,314	67			

a. Predictors: (Constant), Work Discipline, Work Communication, Work Competence

b. Dependent Variable: Employee Performance

This section shows the magnitude of the probability or significance figures in the ANOVA calculations that will be used to test the feasibility of the regression model with the provision that a good probability figure to be used as a regression model must be less than 0.05.

The Anova test produces a calculated F value of 103.331 > F table 2.52 with a significance level (probability number) of 0.05. If calculated F value > F table then Ho is rejected and H1 is accepted. Therefore, the regression coefficients of Work Competence (X1), Work Communication (X2) and Work Discipline (X3) together have a significant effect on the Employee Performance variable (Y) of the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office.

To be used as a regression model that can be used to predict dependent variables, the significance number (sig) must be < 0.05.

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Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,214	1,008		1,952	.001
	Work Competencies	.225	.009	.123	4,231	.212
	Work Communication	.442	.013	.435	5,401	.000
	Work Discipline	.472	.011	.601	4.151	.000

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + b1X1 + b2X2 + b3X3 +e

Y = 2.214 + 0.225X1 + 0.442 X2 + 0.472 X3

Where :

Y = Employee Performance
X1= Work Competence
X2 = Work Communication
X3 = Work Discipline

1) The constant of 2.214 means that if there is an increase of 1 percent in Work Competence (X1), Work Communication (X2) and Work Discipline (X3), then Employee Performance at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP) will increase by 2.214.
2) The Work Competency Coefficient (X1), of 0.225, means that for every 1 percent increase in Work Competency Commitment (X1), Employee Performance at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP) will increase by 0.225.
3) The Work Communication Coefficient (X2) of 0.442 means that for every 1 percent increase in Work Communication (X2), Employee Performance at the Batam City Investment and One-Stop Integrated Service Office (DPM&PTSP) will increase by 0.442.

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4) The Work Discipline Coefficient (X3) of 0.472 means that for every 1 percent increase in Work Discipline (X3), the Performance of Employees of the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office will increase by 0.472.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the description in the previous chapter, it can be generally concluded that as follows:

1. Hypothesis testing whether the Work Competence variable has an effect on Employee Performance at the Batam City Investment and One-Stop Integrated Service (DPM&PTSP), then t count (11,002) > t table (1.668), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Work Competence variable has an effect on Employee Performance at the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office. Partially, Work Competence has a positive and significant effect on Employee Performance.
2. Hypothesis testing whether the Work Communication variable has an effect on the Performance of Employees of the Batam City Investment and One-Stop Integrated Service (DPM&PTSP), then Because t count (7,953) > t table (1.668), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Communication variable has an effect on the Employee Performance variable at the Batam City Investment and One-Stop Integrated Service (DPM&PTSP) Office.
3. In testing the hypothesis whether the Work Discipline variable has an effect on Employee Performance at the Batam City Investment and One-Stop Integrated Service (DPM&PTSP), then because the calculated t (9.767) > t table (1.668), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Discipline variable has an effect on the Employee Performance variable at the Batam City Investment and One-Stop Integrated Service (DPM&PTSP).
4. Hypothesis testing whether the variables of Work Competence, Work Communication and Work Discipline simultaneously influence Employee Performance at the Batam City Investment and One-Stop Integrated Service (DPM&PTSP). The Anova test produces a calculated F value of 103.331 > F table 2.52 with a significance level (probability number) of 0.05. If F count > F table then Ho is rejected and H1 is accepted. Then the regression coefficient of Work Competence (X1), Work Communication (X2) and Work Discipline (X3) together have a significant effect on the Employee

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Performance variable (Y). This means that the higher the competence, smooth communication, and level of employee discipline collectively, the public service performance and the achievement of agency targets will increase significantly.

Suggestions

Suggestions that the author needs to convey to the author of the leadershipOnBatam City Investment and One-Stop Integrated Services Agency (DPM&PTSP)are as follows:

1. Given that the Investment and One-Stop Integrated Services Agency operates in the investment and licensing sectors, employee competencies must be continuously updated. Regular training on the latest licensing regulations, the use of digital systems (such as the OSS RBA), and hospitality training (prime service) is recommended.
2. To support the swift and transparent performance of the Investment and One-Stop Integrated Services Agency (DPM), the agency needs to establish a robust internal communications system. It is recommended to implement responsive digital-based coordination between departments (for example, utilizing an internal task management application) to avoid miscommunication during the permit file verification process.
3. Discipline enforcement for employees at the Investment and One-Stop Integrated Services Agency (PMI) should not be limited to punishment. Agencies are advised to combine digital attendance and employee performance target (SKP) evaluations with monthly rewards for the most disciplined and high-performing employees to boost motivation.
4. The variables of Competence, Communication, and Work Discipline proved to have a significant influence. Future researchers are advised to add variables relevant to the current digital era, such as Organizational Culture, Transformational Leadership Style, or Self-Efficacy of employees at the Investment and One-Stop Integrated Services Office.

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