

RESEARCH ARTICLE



# The Effect of Communication, Motivation, and Work Discipline on The Performance of Honorary Employees of The Regional Office of The Ministry of Religion of North Sumatra Province

Nurmarsya Aulia<sup>1</sup>, Muhammad Chaerul Rizky<sup>1</sup>, Lutfiah Adinda Azahara<sup>1</sup>, Anugrah Mardiah Putri<sup>1</sup>

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## Abstract

This study aimed to examine the influence of communication, work motivation, and work discipline on the performance of non-permanent employees at the Regional Office of the Ministry of Religious Affairs in North Sumatra Province. The research employed a quantitative-associative approach using a survey method, with data collected through structured questionnaires distributed to respondents. The study involved a saturated sample of 61 participants. Multiple linear regression analysis was applied to assess both the partial and simultaneous effects of the independent variables on employee performance. The findings revealed that communication, work motivation, and discipline each had a positive and significant partial impact on performance. Simultaneously, these three variables contributed significantly to improving employee performance. Among them, work discipline emerged as the most influential factor, particularly in relation to punctuality, adherence to regulations, and professional conduct. Approximately 87.6% of the variance in employee performance was explained by the combined effect of the independent variables, indicating a very strong relationship. These results suggest that strengthening organizational communication, enhancing employee motivation, and enforcing consistent work discipline are essential strategies for optimizing the performance of non-permanent staff within government institutions.

**Keyword:** Communication, Work Motivation, Work Discipline, Employee Performance, Non-Permanent Employees

## Introduction

The Regional Office of the Ministry of Religion of North Sumatra Province is a vertical agency of the Ministry of Religion of the Republic of Indonesia that carries out government duties in the religious sector at the provincial level (Azhari et al., 2024). This Regional Office has a strategic role in fostering, supervising, and coordinating the implementation of religious policies and public administration services in the work units under it (Zannah et al., 2025). In addition, the Regional Office also ensures the achievement of national development goals in the fields of religion, religious education, and hajj services (Zannah et al., 2025). Located in the city of Medan, this Regional Office houses various technical implementation units and works together across sectors in strengthening religious life, expanding access to religious education, and improving the quality of religious public services in North Sumatra (Sudiarti, 2021).

Honorary employees have an important role in supporting the effectiveness and operational efficiency of the Regional Office of the Ministry of Religion of North Sumatra Province (Sudiarti, 2021). In the limited number of state civil servants (ASN), the existence of honorary employees is a reinforcement in the implementation of administrative, technical, and public service tasks (Masaong & Marhawati, 2022). They help solve the

daily workload, support the implementation of routine and strategic programs, and become an extension of the bureaucracy in the field (Setiawan, 2024). Although the employment status is not fixed, the loyalty and productivity of honorary employees greatly contribute to the smooth performance of the organization, especially in maintaining service continuity and achieving agency targets (Silvana et al., 2025).

Despite having significant contributions, honorary employees at the Regional Office of the Ministry of Religion of North Sumatra Province still face various problems that have an impact on the quality of their performance. One of the main obstacles is the uncertainty of employment status which has an impact on the lack of security and emotional attachment to the agency. This also affects work motivation and employee loyalty. In addition, the lack of regular training and capacity building causes their work competencies to not develop optimally. Less effective internal communication between honorary employees and structural officials often causes coordination gaps in the implementation of duties. Discipline problems, such as tardiness, absenteeism without a clear reason, or low compliance with work regulations, are also still found and affect overall performance.

Communication problems in the work environment of honorary employees in the Regional Office of the Ministry of Religion of North Sumatra Province are often an obstacle in achieving organizational goals. Communication patterns that tend to be one-way from superiors to subordinates make information often not conveyed clearly and completely. The lack of a forum or dialogue space between honorary and structural employees leads to miscommunication and misinterpretation of work instructions. In addition, not all honorary employees feel that they have the same access to important information related

<sup>1</sup>Universitas Pembangunan Panca Budi

*\*) corresponding author*

Nurmarsya Aulia

Email: [marsyaaulianur@gmail.com](mailto:marsyaaulianur@gmail.com)

to policies or changes in operational procedures, causing a gap in understanding and carrying out duties.

In terms of motivation, many honorary employees experience a decrease in morale due to a lack of career certainty, inadequate compensation, and limited access to awards or recognition for performance. Intrinsic motivation, such as the desire to grow and contribute, is often hampered by a less supportive work environment, such as the absence of self-development training or job rotations that present new challenges. Meanwhile, extrinsic motivations such as financial incentives and social recognition have also not been felt evenly among honorary employees, reducing the sense of belonging to the organization.

The problem of work discipline is also an equally important challenge. Some honorary employees show low levels of compliance with work regulations, such as being late, not adhering to work schedules, or working below expected standards. This happens due to weak direct supervision, the absence of a consistent reward and punishment system, and the lack of internalization of the organization's work culture. Indecisiveness in enforcing rules also strengthens the habit of indiscipline. In the long run, these issues can undermine the collective work ethic and create an unproductive work climate.

If the problems of communication, motivation, and work discipline in honorary employees are not addressed immediately, various negative impacts will arise on the performance of the organization as a whole (Herdiyani et al., 2024). Ineffective communication will increase the risk of miscommunication, misunderstanding, and failure in the performance of tasks (Jumani et al., 2024). Decreased motivation will result in low work morale, high turnover rates, and decreased productivity (Sitorus et al., 2025). Meanwhile, weak work discipline will disrupt operational efficiency and create a work culture that is permissive towards rule violations (Fatmawijaya & Kerthabudi, 2025). Cumulatively, this condition will reduce the quality of public services provided by the Regional Office of the Ministry of Religion of North Sumatra Province to the community. If left to drag on, the credibility of the agency can decrease, and the achievement of the ministry's strategic targets in the regions has the potential to be significantly hampered (Agustriani et al., 2022).

The main purpose of this study is to analyze and measure the influence of communication, motivation, and work discipline on the performance of honorary employees at the Regional Office of the Ministry of Religion of North Sumatra Province. This study aims to identify the extent to which the three independent variables contribute to the improvement or decrease in the performance of honorary employees. This research is expected to provide an empirical basis for policy makers in formulating strategies to improve employee performance, especially in terms of improving communication systems, increasing work motivation, and strengthening discipline culture. This research is also expected to be an academic and practical reference in the management of non-ASN human resources within the ministry.

## Method

This study uses a quantitative approach with the type of associative research. This approach is used to find out and analyze the relationship and influence between independent variables, namely communication ( $X_1$ ), work motivation ( $X_2$ ), and work discipline ( $X_3$ ) on dependent variables, namely the performance of honorary employees ( $Y$ ). The data analysis technique used was multiple linear regression with the help of the Statistical Package for the Social Sciences (SPSS) software version 26.0.

The population in this study is all honorary employees working at the Regional Office of the Ministry of Religion of North Sumatra Province, which amounts to 61 people and is spread across all fields/work units. Given the relatively small population, all members of the population were used as samples using saturated sampling techniques. This technique is used

when all elements of the population are used as respondents because they are considered able to provide the information needed comprehensively (Rizky, 2022).

Primary data was obtained through the distribution of questionnaires to all respondents. The questionnaire instrument was compiled using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The use of this scale allows respondents to assess statements related to each variable objectively and measurably.

Employee performance is the result of work achieved by honorary employees in carrying out organizational tasks both in terms of quality and quantity, in accordance with the responsibilities given. Employee performance indicators consist of: the quality of work results, the amount or volume of work, the accuracy of task implementation, and the level of responsibility for work (Mangkunegara, 2023).

Work communication is a process of effectively conveying and exchanging information between individuals in the work environment, which aims to create mutual understanding and build harmonious working relationships. Indicators in measuring communication include: the level of understanding of the message, the sense of comfort in communicating, the influence of communication on work attitudes, the quality of interpersonal relationships, and response to messages or directions (Silalahi, 2022).

Work motivation is an internal and external drive that affects an individual's willingness and willingness to work optimally. Motivation can arise from within oneself or from the organizational environment. Indicators of work motivation include: financial rewards (salary), supervisor support (supervision), clarity of policies and administration, social relations in the workplace, work environment and facilities, suitability of work with interests, opportunities for development, recognition of achievements, satisfaction with work achievements, and a sense of responsibility (Sedarmayanti, 2023).

Work discipline is the willingness of individuals to comply with all applicable rules and regulations in the work environment and carry out duties in accordance with set standards. Discipline reflects the integrity and commitment of employees to the organization. Indicators used to measure work discipline include: punctuality or attendance, compliance with work regulations, conformity of task implementation with organizational standards, level of alertness and preparedness, and ethical and professional work behavior (Rivai, 2019).

The data obtained from the results of the questionnaire distribution will be statistically analyzed using the multiple linear regression method. Before the regression analysis is carried out, a validity and reliability test of the research instrument is first carried out to ensure that the questionnaire can be used validly and consistently (Rizky, 2022). Furthermore, a classical assumption test was carried out which included normality, multicollinearity, and heteroscedasticity tests to ensure the feasibility of the regression model (Rusiadi et al., 2020).

The results of multiple linear regression analysis used the formula: (Risnaini & Wakhyuni, 2025).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

$Y$  = Employee Performance,  $\alpha$  = Constant,  $\beta$  = Regression Coefficient,  $X_1$  = Communication,  $X_2$  = Work Motivation, and  $X_3$  = Work Discipline,  $e$  = Error term

To measure and interpret the simultaneous influence of the F test and the partial influence of the t-test of communication, motivation, and work discipline on the performance of honorary employees (Albaqy & Hasibuan, 2025). To find out how large the proportion of independent variables ( $X$ ) to dependent variables ( $Y$ ) is, a determination test is used (Siagian et al., 2025).

## Results and Discussion

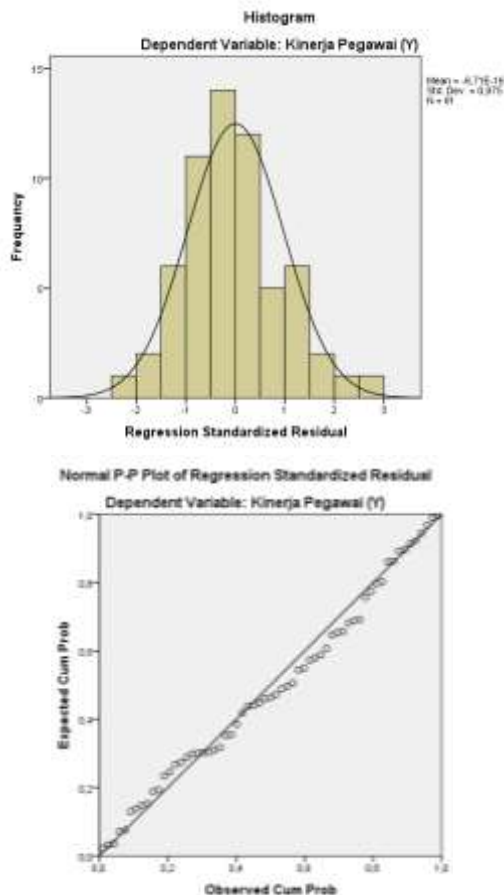
**Table 1. Validity and Reliability Test Results Based on Calculated Values and *Cronbach's Alpha***

Question to -	Communication (X1)	Work Motivation (X2)	Work Discipline (X3)	Employee Performance (Y)	Conclusion
rhitung 1	0,799	0,627	0,659	0,511	Absah
rhitung 2	0,511	0,525	0,530	0,734	Absah
rhitung 3	0,897	0,671	0,508	0,708	Absah
rhitung 4	0,738	0,658	0,849	0,403	Absah
rhitung 5	0,554	0,524	0,707	0,767	Absah
rhitung 6	0,892	0,558	0,814	0,560	Absah
rhitung 7	0,869	0,666	0,846	0,728	Absah
rhitung 8	0,651	0,533	0,580	0,827	Absah
rhitung 9	0,833	0,696	0,693	-	Absah
rhitung 10	0,547	0,757	0,828	-	Absah
Cronbach's Alpha	0,928	0,886	0,920	0,881	Reliabel

Each statement item of the variables Communication (X1), Work Motivation (X2), Work Discipline (X3), and Employee Performance (Y) in the validity test has a calculation value greater than 0.3 so that the data is confirmed to be valid (Risnaini & Wakhuni, 2025). *Cronbach's Alpha value* has been greater than 0.7 on the reliability test so that the data is confirmed to be reliable (Albaqy & Hasibuan, 2025).

### Classic Assumption Test

#### 1) Data Normality Test



**Fig 1. Histogram Curves and P-P Plot Graphs**

The histogram shows the shape of the residual distribution that resembles a normal curve (symmetrical bell-shaped). This indicates that the residual is distributed normally (Siagian et al., 2025). The normal P-P Plot shows the points that follow the diagonal line relatively tightly, which means the residual is normally distributed (Rusiadi et al., 2020).

**Table 2. Kolmogorov-Smirnov test**

One-Sample Kolmogorov-Smirnov Test	
Unstandardized Residual	
N	61
Asymp. Sig. (2-tailed)	0.200c,d

The Kolmogorov-Smirnov test showed a significance value (Asymp. Sig.) of 0.200, which is greater than 0.05. This means that residual comes from normal distribution (Rahayu, 2024).

#### 2) Multicollinearity Test

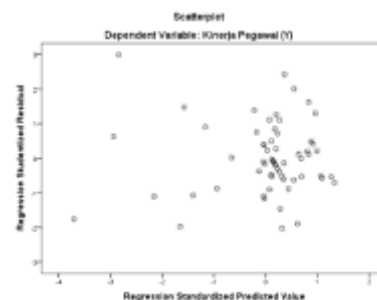
**Table 3. Multicollinearity Test Results**

Type	Tolerance	Coefficient Collinearity Statistics			Conclusion
		Minimum Tolerance	VIVID	Maximum VIF	
1 (Constant)					
Communication (X <sub>1</sub> )	0,123	0,10	8,115	10	No Multicollinearity Problem
Work Motivation (X <sub>2</sub> )	0,160	0,10	6,245	10	
Work Discipline (X <sub>3</sub> )	0,157	0,10	6,369	10	

a. Dependent Variable : Employee Performance (Y)

The *Tolerance value* for all variables is greater than 0.10 and the VIF value is less than 10. Specifically, the Communication variable has a VIF of 8.115; Work Motivation 6.245; and Work Discipline 6.369. Based on these values, it can be concluded that there is no multicollinearity relationship between independent variables (Siagian et al., 2025).

#### Heteroscedasticity Test



**Coefficients<sup>a</sup>**

Model	Sig.
1 (Constant)	0,000
Komunikasi (X1)	0,934
Motivasi Kerja (X2)	0,121
Disiplin Kerja (X3)	0,744

a. Dependent Variable: Absolute\_Residual

**Fig 2. Scatterplot Chart and Glejser Test**

The scatterplot shows random scattered residual points above and below the horizontal axis without a specific pattern, indicating the absence of heteroscedasticity (Risnaini & Wakhuni, 2025).

The Glejser test showed that the significance values of the three independent variables (Communication, Motivation, and Work Discipline) were all above 0.05. This reinforces that there are no symptoms of heteroscedasticity (Albaqy & Hasibuan, 2025).

### Multiple Linear Regression Analysis

**Table 4. Multiple Linear Regression Test Results**

Type	Coefficient				
	UnStandardized Coefficients		Standardized Coefficients	Direction of Influence	Percentage of Influence
	B	Std. Error	Beta		
1 (Constant)	1,696	1,603			
Communication (X <sub>1</sub> )	0,224	0,101	0,295	Positive	22,4%
Work Motivation (X <sub>2</sub> )	0,272	0,099	0,318	Positive	27,2%
Work Discipline (X <sub>3</sub> )	0,267	0,088	0,357	Positive	26,7%

a. Dependent Variable : Employee Performance (Y)

The results of the multiple linear regression test provide the following equations: (Rahayu, 2024)

$$Y = 1.696 + 0.224X_1 + 0.272X_2 + 0.267X_3 + e$$

The coefficient table shows that the three independent variables have a positive effect on employee performance. The value of the *Unstandardized Coefficients B* for the communication variable was 0.224; work motivation of 0.272; and work discipline of 0.267. This means that every one unit increase in each independent variable will increase employee performance by the value of that coefficient, assuming the other variables remain constant. The coefficient of direction of influence showed that all variables had a positive effect, with work discipline contributing the highest relative (26.7%), followed by work motivation (27.2%), and communication (22.4%). The standardized beta coefficient value shows that work discipline (0.357) has the most dominant influence on employee performance compared to other variables (Risnaini & Wakhyuni, 2025).

### Hypothesis Test

#### 3) T test (Partial)

**Table 5. Results of the t-test (partial)**

Type	Coefficient			Syarat Sig.	Conclusion
	Stuttgart	Table	Sig.		
1 (Constant)	1,058		0,294		
Communication (X <sub>1</sub> )	2,224	2,002	0,030	Sig. < 0,05	Significant
Work Motivation (X <sub>2</sub> )	2,735	2,002	0,008	Sig. < 0,05	Significant
Work Discipline (X <sub>3</sub> )	3,033	2,002	0,004	Sig. < 0,05	Significant

a. Dependent Variable : Employee Performance (Y)

The t-test is used to test the significance of the influence of each independent variable on the partially dependent variable (Rizky, 2022). Based on the table, the tcount value for the communication variable was 2.224, work motivation was 2.735, and work discipline was 3.033. All tcal values are greater than ttables (2.002), with significance values (Sig.) of 0.030 each; 0.008; and 0.004 which is < 0.05 in total. This proves that partially, the three independent variables have a significant effect on employee performance. These findings reinforce that improved communication, work motivation, and work discipline can directly contribute to improving individual performance in the work environment (Panggabean et al., 2022).

#### 4) F Test (Simultaneous)

**Table 6. Test F Results (Simultaneous)**

NEW ERA							
Type	Sum of Squares	Df	Mean Square	Calculation	Ftable	Sig.	Conclusion
1 Regression	1651,893	3	550,631				
Residual	233,025	57	4,088	134,689	2,766	0,000	Sig. < 0,05
Total	1884,918	60					Significant

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Communication (X<sub>1</sub>), Work Motivation (X<sub>2</sub>), Work Discipline (X<sub>3</sub>)

The F-test is used to find out whether independent variables simultaneously affect dependent variables (Rusiadi et al., 2020). Based on the ANOVA table, the Fcal value of 134.689 is much greater than the Ftable value of 2.766 with a significance value of 0.000 < 0.05. It can be concluded that simultaneously, communication, work motivation, and work discipline have a significant effect on employee performance. This indicates that the regression model used in this study has a good fit and is able to explain the relationship between the observed variables (Odisa, 2025).

#### 5) Determination Test

**Table 7. Determination Test Results**

Type	Model Summary <sup>b</sup>			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.936a	0.876	0.870	2,02192

Predictors: (Constant), Communication (X<sub>1</sub>), Work Motivation (X<sub>2</sub>), Work Discipline (X<sub>3</sub>)

b. Dependent Variable: Employee Performance (Y)

The determination test showed an *R Square value* of 0.876, which means that 87.6% of the variation in employee performance can be explained by three independent variables, namely communication, work motivation, and work discipline (Rahayu, 2024). The remaining 12.4% is explained by other variables outside the study model. An Adjusted R Square value of 0.870 indicates the stability of the model when tested with a larger population. The value of the correlation coefficient (R) of 0.936 indicates that there is a very strong relationship between the independent variable and the bound variable (Albaqy & Hasibuan, 2025).

### Discussion

#### The Influence of Communication on Employee Performance

Based on the results of the partial test (t-test), the communication variable was proven to have a positive and significant effect on the performance of honorary employees at the Regional Office of the Ministry of Religion of North Sumatra Province. These results prove that the proposed H1 hypothesis is proven to be true and acceptable. These findings suggest that improved communication quality in the work environment is directly correlated with improved individual performance. Theoretically, effective communication is the main foundation for information delivery, task coordination, and understanding of work responsibilities, which ultimately encourages the achievement of organizational goals (Jumani et al., 2024).

The findings in this study are consistent with the view of Handoko (2023) who states that employee performance is influenced by various factors, one of which is the effectiveness of communication. The results of this study are in line with the results of research conducted by Rossanti et al. (2025), Odisa (2025), Jumani et al (2024), and Ndruru (2024) which prove that



communication partially has a positive and significant effect on employee performance.

The level of message understanding shows that honorary employees who are able to understand messages or instructions from their superiors clearly will find it easier to carry out their duties appropriately and efficiently (Ndruru, 2024). A high understanding of the message creates clarity of roles and reduces the potential for work errors, which has a positive impact on performance achievement (Odisa, 2025).

Comfort in communicating describes the psychological condition of employees in interacting (Jumani et al., 2024). When employees feel comfortable expressing opinions or receiving input, the work climate becomes more open and constructive (Tamiya et al., 2024). This sense of comfort creates interpersonal trust and increases active participation in the work process (Rossanti et al., 2025).

Communication towards work attitudes explains that the way messages are delivered, both from superiors and colleagues, also affect the enthusiasm and work ethic of employees (Odisa, 2025). Constructive and appreciative communication tends to motivate employees to work more actively, diligently, and responsibly (Tamiya et al., 2024).

The quality of interpersonal relationships reflects the intensity and quality of interaction between employees (Rossanti et al., 2025). Harmonious and mutually supportive relationships facilitate solid team collaboration, accelerate task completion, and minimize work conflicts (Rossanti et al., 2025). Employees who establish good interpersonal communication tend to show concern and responsibility for the results of collective work (Ndruru, 2024).

Response to messages or directions plays a role in demonstrating the effectiveness of two-way communication (Jumani et al., 2024). Employees who respond appropriately and quickly to superiors' instructions show a high level of attention and compliance (Ndruru, 2024). A good response strengthens the connection between communication and real work actions (Rossanti et al., 2025).

Communication shown through these five indicators plays a strategic role in shaping productive work behavior. Statistically significant relationships strengthen the understanding that good communication management is one of the main determining factors in improving the performance of honorary employees in a sustainable manner (Jumani et al., 2024).

### ***The Effect of Work Motivation on Employee Performance***

The results of the partial test showed that the work motivation variable had a positive and significant influence on the performance of honorary employees at the Regional Office of the Ministry of Religion of North Sumatra Province. These results prove that the proposed H2 hypothesis is proven to be true and acceptable. These findings indicate that increasing the level of work motivation has a direct impact on improving individual employee performance. For non-ASN employees in government agencies whose employment status is not fixed, work motivation is a crucial factor in shaping work morale and achieving optimal work results (Sitorus et al., 2025).

The findings in this study are consistent with the view of Handoko (2023) who states that employee performance is influenced by various factors, one of which is work motivation. The results of this study are in line with the results of research conducted by Sitorus et al. (2025), Sugito (2025), Tamiya et al. (2024), and Rahayu (2024) which prove that partial work motivation has a positive and significant effect on employee performance.

Financial rewards in the form of salaries are the main driver in shaping the work motivation of honorary employees (Fatmawijaya & Kerthabudi, 2025). A decent salary provides a sense of economic security and encourages employees to work more productively (Lestari & Febrian, 2024). When rewards are considered equal to the workload, employees will demonstrate a higher commitment to their responsibilities (Sitorus et al., 2025).

Supervisory support through effective supervision creates a sense of respect and professional monitoring (Sugito, 2025). Supervisory and constructive feedback motivate employees to continue to improve performance (Tamiya et al., 2024). Employer support also creates a supportive work atmosphere and facilitates two-way communication (Rizky, 2024).

Policy and administrative clarity provides certainty in the implementation of duties (Rizky, 2024). When employees clearly understand the organization's work rules and procedures, they can work without doubts and administrative errors (Lestari & Febrian, 2024). This clarity creates work efficiency and increases compliance with the system (Jumani et al., 2024).

Social relationships in the workplace are an important aspect in building intrinsic motivation (Panggabean et al., 2022). A harmonious work environment, supportive relationships between colleagues, and a sense of togetherness increase work comfort and foster a collective spirit in completing tasks (Agustriani et al., 2022).

An adequate work environment and facilities also support work motivation (Panggabean et al., 2022). Good facilities create efficiency and comfort in the execution of tasks (Sitorus et al., 2025). The availability of suitable work facilities accelerates the work process and reduces stress due to operational obstacles (Rahayu, 2024).

The suitability of work with interests has an impact on the internal motivation of employees (Lestari & Febrian, 2024). When the tasks carried out are in line with the individual's interests and talents, employees will feel more challenged and excited in completing responsibilities (Marlius & Syahrin, 2024).

Opportunities to develop, whether through training, upskilling, or promotion, create hope for the future of careers (Rizky et al., 2025). This expectation spurs work morale and increases loyalty to the agency (Sugito, 2025).

Recognition of achievement is a significant indicator of motivation (Tamiya et al., 2024). Employees who receive appreciation for their achievements will feel valued and motivated to maintain or improve performance (Sitorus et al., 2025).

Satisfaction with work achievements is the main driving factor for internal motivation (Rahayu, 2024). Employees who feel satisfied with their work results will experience increased confidence and pride in the contributions they make to the organization (Lestari & Febrian, 2024).

A sense of responsibility reflects a professional and ethical attitude at work (Marlius & Syahrin, 2024). When employees feel responsible for their duties and work results, they will be more committed and work with full integrity (Rahayu, 2024).

Work motivation that is well managed through these indicators has been proven to be able to encourage the optimal performance of honorary employees. The existence of these motivational factors not only increases productivity, but also strengthens loyalty and job satisfaction in the long term (Rahayu, 2024).

### ***The Influence of Work Discipline on Employee Performance***

The results of the partial analysis show that work discipline has a positive and significant influence on the performance of honorary employees at the Regional Office of the Ministry of Religion of North Sumatra Province. These results prove that the proposed H3 hypothesis is proven to be true and acceptable. Work discipline reflects employee compliance with organizational regulations, as well as a measure of professionalism in carrying out duties and responsibilities (Ondi et al., 2023). High discipline will form a productive work culture and support the achievement of organizational goals efficiently (Fatmawijaya & Kerthabudi, 2025).

The findings in this study are consistent with the view of Handoko (2023) who states that employee performance is influenced by various factors, one of which is discipline. The results of this study are in line with the results of research

conducted by Fatmawijaya & Kerthabudi (2025), Lestari & Febrian (2024), Marlius & Syahrin (2024), and Ondi et al. (2023) which prove that work discipline partially has a positive and significant effect on employee performance.

Punctuality or presence indicates that this indicator is the foundation of work discipline (Sugito, 2025). Employees who are present on time show commitment to the task and respect the predetermined working time (Jumani et al., 2024). Consistent attendance also affects the continuity of work processes, especially in teams, as tardiness or absence can hinder the overall productivity of the work unit (Sugito, 2025).

Compliance with work regulations reflects a professional attitude in carrying out the role of part of a public organization (Marlius & Syahrin, 2024). Employees who comply with procedures and policies show appreciation for the applicable system (Lestari & Febrian, 2024). This compliance creates operational stability and prevents administrative violations that have the potential to harm the agency (Ondi et al., 2023).

The conformity of the implementation of tasks with organizational standards is a measure of the quality of performance carried out according to the established work guidelines (Panggabean et al., 2022). Employees who carry out their duties according to standards show responsibility for the quality of work (Agustriani et al., 2022). This supports the achievement of accurate, measurable, and institutionally accountable outputs (Herdiyani et al., 2024).

The level of vigilance and preparedness plays a role in anticipating various work situations, especially in dealing with the dynamics of public services that require a quick and appropriate response (Jumani et al., 2024). Employees who are agile in carrying out their duties show good mental and physical readiness, and are able to face work pressure without reducing the quality of task execution (Herdiyani et al., 2024).

Ethical and professional work behavior is an important indicator in shaping a positive image of the organization (Fatmawijaya & Kerthabudi, 2025). Work ethics includes integrity, honesty, responsibility, and respect for the rights of fellow employees and society (Marlius & Syahrin, 2024). Professionalism in work reflects the reliability of employees in carrying out their roles and functions consistently (Ondi et al., 2023).

Work discipline is a fundamental element that not only affects individual performance but also affects the performance of the organization as a whole. When employees show high discipline, productivity increases, work efficiency is maintained, and an orderly and harmonious work atmosphere is created (Ondi et al., 2023). The consistent application of the principles of work discipline contributes significantly to improving the performance of honorary employees within the Regional Office of the Ministry of Religion of North Sumatra Province.

### ***The Influence of Communication, Work Motivation, and Work Discipline on Employee Performance***

The results of the simultaneous analysis showed that communication, motivation, and work discipline together had a positive and significant influence on the performance of honorary employees at the Regional Office of the Ministry of Religion of North Sumatra Province. These results prove that the proposed H4 hypothesis is proven to be true and acceptable. These three variables are interrelated internal factors and collectively form the foundation of productive, effective, and responsible work behavior (Herdiyani et al., 2024). Employee performance as a bound variable in this study is measured based on four indicators, namely the quality of work results, the amount or volume of work, the accuracy of task implementation, and the level of responsibility for work (Mangkunegara, 2023).

The findings in this study are consistent with the view of Handoko (2023) who states that employee performance is influenced by various factors, such as educational background, work ability, discipline, motivation, health conditions and nutritional intake, income level, social security, work UKInstitute

environment situation and atmosphere, communication effectiveness, technology utilization, availability of production facilities, and the performance management system implemented. The results of this study are in line with the results of research conducted by Herdiyani et al. (2024), Panggabean et al. (2022), and Agustriani et al. (2022) which prove that communication, work motivation, and work discipline simultaneously have a positive and significant effect on employee performance.

Effective communication creates a clear understanding of the organization's duties, responsibilities, and goals (Rossanti et al., 2025). When employees understand the message conveyed accurately and feel comfortable communicating with their superiors and colleagues, collaboration can be built optimally (Odisa, 2025). Good communication also forms healthy interpersonal relationships and positive responses to work directions, so that it has a direct impact on the quality of work results and the accuracy of task implementation (Ndruru, 2024).

Work motivation functions as the main driver in shaping work enthusiasm and enthusiasm (Sugito, 2025). Employees who are motivated by financial rewards, supervisor support, policy clarity, and good social relationships, will show high performance (Sitorus et al., 2025). A supportive work environment, the alignment of work with interests, and opportunities to develop and gain recognition, encourage employees to achieve greater work volume targets and maintain consistent work quality (Tamiya et al., 2024).

Work discipline shows compliance with organizational norms and the readiness of employees to carry out tasks according to standards (Lestari & Febrian, 2024). Punctuality, compliance with regulations, and the implementation of tasks according to procedures create order in the work environment (Fatmawijaya & Kerthabudi, 2025). The level of vigilance and professional behavior encourages the formation of individual responsibility for work (Ondi et al., 2023). High discipline ensures that each work is completed with established standards and appropriate time, which contributes directly to performance indicators, especially in terms of the accuracy of the execution of tasks and responsibilities (Sugito, 2025).

Of the three independent variables studied, work discipline was proven to have the most dominant influence on employee performance. This reflects that in a bureaucratic work environment, compliance with rules, regular attendance, and consistent performance of duties are aspects that greatly determine the success of the implementation of public programs and services (Ondi et al., 2023). Employees who show a high level of discipline will be more organized, responsible, and able to maintain integrity at work (Fatmawijaya & Kerthabudi, 2025). When discipline is applied consistently, organizations benefit in the form of work efficiency, reduced administrative errors, and increased public trust in service quality (Marlius & Syahrin, 2024).

Communication, motivation, and work discipline simultaneously contribute significantly to shaping superior employee performance (Herdiyani et al., 2024). The combination of these three variables creates a conducive work environment, increases personal effectiveness, and encourages the achievement of overall institutional performance within the Regional Office of the Ministry of Religion of North Sumatra Province.

### **Conclusions and Recommendations**

Based on the results of the study, it is known that the variables of communication, work motivation, and work discipline partially or simultaneously have a positive and significant effect on the performance of honorary employees at the Regional Office of the Ministry of Religion of North Sumatra Province. Effective communication promotes a clear understanding of tasks and harmonious working relationships. High work motivation affects work morale and performance achievement optimally. Work discipline has proven to be a dominant factor in encouraging responsibility, punctuality, and

compliance with organizational rules. Improving employee performance does not only depend on one single factor, but a combination of these three variables in an integrated and consistent manner in daily work practices.

To improve the performance of honorary employees, the management of the Regional Office of the Ministry of Religion of North Sumatra Province is advised to strengthen an open and two-way internal communication system to ensure that the work message is understood comprehensively. Regular interpersonal communication training can also help create a collaborative work climate. In terms of motivation, it is necessary to conduct periodic evaluations of the incentive system and giving awards so that employees feel appreciated for their performance. Moral support from superiors and competency development opportunities such as technical training or soft skills are also important to increase work motivation. In terms of discipline, organizations need to strengthen the policy of attendance, delay, and compliance with SOPs, accompanied by consistent control and sanction mechanisms. A humanistic coaching approach also needs to be applied so that discipline grows from individual awareness.

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