



The Effect of Organizational Communication and Motivation on Employee Performance (Case study Center for Human Resource Development (PPSDM))

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ABSTRACT: The purpose of this study was to determine the partial effect of organizational communication on employee performance, between motivation on employee performance and simultaneously between organizational communication and motivation on employee performance at the Center for Human Resource Development (PPSDM) regional Makassar. This study uses a research design with associative research methods. The approach used in this research is a quantitative approach. The samples in this study were 54 ASN and TKD employees at the Makassar regional Human Resource Development Center (PPSDM).

The results of the study through multiple linear regression analysis tests of the two variables, namely organizational communication and motivation, both variables have a positive and significant effect on employee performance because these two variables have more *t*-counts than *t*table, namely organizational communication variables (4.422) and motivation (3.150), while *t*table is 1.675, with a significance value of 0.000 and 0.005 respectively where these results are smaller than 0.05.

KEYWORDS: Organizational Communication, Employee Motivation and Performance..

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I. INTRODUCTION:-

Improving employee performance has a positive impact on achieving company goals, therefore management must study the attitudes and behavior of employees in the company. Creating good employee performance is not easy because employee performance can be created if the variables that influence it such as communication and motivation can be properly accommodated and accepted by all employees in a company.

Good organizational communication allows clear information and directions to be conveyed to employees, so that they can understand the goals of the organization and their role in achieving these goals. Employees who feel well informed tend to be more motivated and motivated to perform well, which in turn increases their performance.

Meanwhile, motivation is an internal drive that drives employees to achieve their goals and perform high. Motivation can come from internal factors, such as job satisfaction, and external factors, such as rewards and recognition for good performance. Motivated employees tend to be more passionate and dedicated to their work, thereby increasing their performance.

However, it is important to remember that organizational communication and motivation are not the sole factors that determine employee performance. There are other factors that also affect employee performance, such as the work environment, management support, and employee skills and knowledge. Therefore, management must ensure that they manage all these factors properly to achieve optimal performance from their employees.

In addition to communication within the organization, employees are inseparable from the motivation that drives a person to carry out an activity in order to get the best results. Therefore it is not surprising that employees who have high work motivation usually have high performance as well. For this reason, employee motivation needs to be raised so that employees can produce the best performance. According to Jufrizen (2021) motivation is the encouragement and strength within an employee to carry out certain goals. Basically

motivation can spur employees to work hard so they can achieve their goals..

II. LITERATURE REVIEW:-

Modern Organization Theory

Modern theory suggests that organizations are not closed systems associated with a stable environment, but organizations are open systems that must adapt to their environment. In view of modern or system theory, a system can be divided into two, namely closed systems and open systems. A closed system is a system that operates without any influence from its environment. So a closed system is a unit that does not consider or ignore outside influences. In organizational studies, the view of classical theorists is an example of a view that sees the organization as a closed system. Organizational analysis carried out by classical theorists focuses on the formal structure and role of the formal structure of an organization without considering how the organizational environment influences and is affected by the organization. Open systems see a reciprocal influence between the organization and its environment. Organizational analysis that sees the organization as an open system places the environment as a factor that influences and is influenced by the organization.

Organizational Communications

Organizational communication in a subjective perspective is the organizational behavior that occurs and how those involved in the process transact and give meaning to what is happening. In this perspective, what is emphasized is the process of creating meaning for the interactions that create, maintain, and change the organization. Whereas in the objective definition is the activity of handling messages contained within an organizational boundary. In this perspective, the emphasis is on communication as a tool that allows people to adapt to their environment.

If R wayne looks at organizational communication in two perspectives, it is different from Redding and Sanborn who are quoted by Arni Muhammad (2007:23) in the book *Organizational Communication*, according to them "organizational communication is the sending and receiving of information in complex organizations.

Motivation

According to Andi Mardiana (2021), motivation is how to direct the power and potential of subordinates so they want to work together productively. Motivation can also be said to be the support that an employee gets from a leader which later this can trigger the enthusiasm of each employee because they feel valued and cared for so that it will indirectly lead to and even build the desire of each employee to continue working diligently. and give their best contribution to the institution.

Employee performance

Improving employee performance is one of the efforts that will always be made by every company to achieve a goal. Qualified human resources have a major impact on the development of the company. Meanwhile, increasing high-quality human resources requires different methods within a company. Work motivation and work discipline are some of these methods (Hartanti, 2016). According to Siagian in (Wijaya, 2016) that employee performance is influenced by several factors including salary, work environment, organizational culture, leadership and work motivation (Rahayu & Ruhamak, 2018). Internal and external factors also greatly affect employee performance. Internal factors include leadership style, abilities based on knowledge and skills, job satisfaction, and also work motivation. While external factors include the work environment and work situation. Together, service quality and employee work discipline have a positive and significant effect on patient satisfaction (Yunanto, 2016).

The condition for generating performance is that the duties and positions held are in accordance with their abilities and interests. Tasks and positions that are not in accordance with the abilities and interests of employees will provide obstacles, even frustration, which will actually cause tension which often turns into aggressive attitudes and behavior, too much criticism, rebellion or other behavior (Nitisemito, 2002: 160). Based on this description, it can be concluded that performance is a condition of a group where they do work more actively and better with the goals of each individual.

Conceptual Model

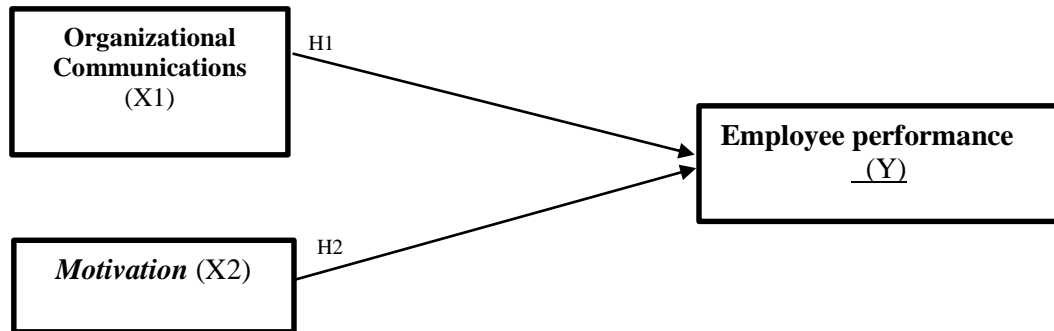


Figure 1. Skeleton Conceptual

III. RESEARCH METHODS:

Location and Research Design

This research was conducted at the Makassar Regional Center for Human Resource Development (PPSDM) obtained through questionnaires. The research subjects were employees who worked for at least 1 year of service. This research is a quantitative research, because the research data is in the form of numbers and the analysis uses statistics with the research design of a hypothesis testing study to examine the influence between variables.

Population and Sample

The population in this study are all units within the scope of the Makassar Regional Center for Human Resource Development (PPSDM) which are within the scope of the South Sulawesi Provincial Government. The sample in this study took 54 people from the existing population using a purposive sampling technique (with certain criteria).

Method of collecting data

Supporting data or information in this study was obtained through distributing questionnaires to respondents by means of observation and interviews.

Method Data Analysis

The data analysis method in this study uses multiple linear regression analysis using SPSS 26.0 software for windows. This analysis is used to determine how much influence the independent variables have, namely: organizational communication (X1) and motivation (X2) on the dependent variable, namely employee performance (Y).

The multiple linear regression equation is as follows (Ghozali, 2005):

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = dependent variable (employee performance)

a = Constant

b₁, b₂ = Coefficients of the regression line

X₁, X₂ = Independent variables (organizational communication and motivation)

e = error / disturbing variable

IV. RESULTS :-

Description of Research Results

Multiple Linear Regression Analysis Test

By using the SPSS Version 26 data analysis program tool, the regression coefficient values for each variable which include organizational communication and motivation are obtained which are included in the following model

Table 1 Regression Results of Factors Affecting Employee Performance
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.640	2.380		2.790	.009
1 organizational communication	.537	.127	.497	4.422	.000
motivation	.533	.178	.515	3.150	.005

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a. Dependent Variable: Employee Performance

$$Y = 6.640 + 0.537X_1 + 0.533X_2 + e$$

The interpretation of the calculation results is as follows:

1. The constant value is 6,640 which means that KO, MO do not change or are constant, then Employee Performance will be the same as a constant.
 2. The value of the organizational communication regression coefficient (X1) is 0.537, meaning that there is a positive and significant influence of organizational communication on employee performance of 0.537 so that if the organizational communication score increases by 1 point, it will be followed by an increase in employee performance score of 0.537 points.
- The value of the motivational regression coefficient (X2) is 0.533, meaning that there is a positive and significant effect of motivation on employee performance of 0.533 so that if the motivation score increases by 1 point it will be followed by an increase in employee performance score of 0.533 points.

Partial Testing (t-test)

To test the variables partially or individually the independent variable (X) on the dependent variable (Y) can be used t test. This can be seen in the results of the SPSS data processing analysis version 26 which is contained in the following table:

Table 2 T test results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.640	2.380		2.790	.009
1 organizational communication	.537	.127	.497	4.422	.000
motivation	.533	.178	.515	3.150	.005

b. Dependent Variable: Employee Performance

Source: Primary data processed, 2023

From the description of the t test using the SPSS version 26 data analysis program, it is known that the four independent variables (X) have a positive and significant effect on employee performance with the following summary:

1. Organizational communication document variable (X1) with a tcount of 4.422 > ttable of 1.675.
2. Competency variable motivation (X2) with tcount 3.150 > t table 1.675.

Simultaneous Testing (F-Test)

The F test serves to test organizational communication variables and motivation whether the two variables studied simultaneously affect employee performance. The analysis was carried out using the SPSS data processing program tool version 26 which can be described in Table 3 below:

Table 3 F test results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.082	2	21.563	29.114	.000 ^b
	Residual	20.305	52	.825		
	Total	62.387	54			

a. Dependent Variable: Y

b. Predictors: (Constant), X1, X2

From table 4.2 above it can be concluded that the calculated F value is 29,114 with a significance probability of 0,000. Because the significance probability value is 0,000 < 0,05, H1 is accepted, meaning that organizational communication and motivation have a simultaneous effect on employee performance. That is, hypothesis one is accepted.

Dominant Testing (Beta Test)

The coefficient of determination (Adjusted R Square) basically measures how far the model's ability to explain the variation of the dependent variable. In the SPSS output, the coefficient of determination is located in the model table and is written R square. However, for multiple linear regression, on the other hand, it uses

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adjusted R square or written Adjusted R Square, because it is adjusted for the number of independent variables used in the study (Ghozali, 2013).

Table 4. Determination Coefficient Test

<i>Adjusted R Square</i>	Information
0,651	The performance variable (Y) that can be influenced by organizational communication variables (X1) and motivation (X2) is 65.1%.

Table 4 above shows the Adjusted R Square value of 0.651 or 65.1%. This shows that employee performance variables that can be influenced by organizational communication variables (X1) and motivation (X2) are 65.1%. While the remaining 0.349 or 34.9% (100% - 65.1%) is influenced by other variables not included in this study.

V. DISCUSSION:

1. The influence of organizational communication on the performance of employees at the Makassar Regional Human Resources Development Center.

The statement of the first hypothesis that Organizational Communication (X1) has a significant positive effect on Employee Performance (Y) on Employee Performance, is proven in this study. The output value of the partial test in this study can be seen in table 1. From the tests carried out, it was found that the significance value of the Organizational Communication variable was 0.000 with an alpha of 0.05. The significance value of the Organizational Communication variable is 0.000 less or 0.05, so it can be concluded that Ha is accepted and Ho is rejected. This means that Organizational Communication has a significant positive effect on Employee Performance.

This is in line with what was disclosed in research conducted by Slamet Bambang Riono (2020) who examined the influence of organizational communication, organizational culture, and organizational commitment on employee performance at dr. soeselo district of Tegal, where the results of this study show that Organizational Communication has a positive and significant influence on employee performance.

2. The influence of motivation on the performance of employees at the Makassar Regional Human Resource Development Center

The statement of the first hypothesis that motivation (X2) has a significant positive effect on employee performance (Y) on employee performance is proven in this study. The output value of the partial test in this study can be seen in table 1. From the tests carried out, it was found that the significance value of the motivational variable was 0.005 with an alpha of 0.05. The significance value of the motivational variable is 0.005 or 0.05, so it can be concluded that Ha is accepted and Ho is rejected. This means that motivation has a significant positive effect on employee performance.

This is in line with what was disclosed in research conducted by Muhamad Ekhsan (2019) who examined the Effects of Work Motivation and Discipline on Employee Performance. The results of this study indicate that partially and simultaneously motivation and discipline variables affect the performance of employees at PT Syncrum Logistics

VI. CONCLUSION:

This study aims to analyze the effect of organizational communication and motivation on employee performance. In this case, organizational communication and motivation as independent variables or independent variables and employee performance as the dependent variable or dependent variable. The relationship between these variables was analyzed using SPSS version 26, where data was collected and testing was carried out. Based on this, it can be concluded that:

1. Organizational communication owned by employees has a positive and significant effect on the performance of Makassar Regional Human Resource Development employees.
2. Employee motivation has a positive and significant effect on the performance of Makassar Regional Human Resource Development employees.

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