THE INFLUENCE OF COMMUNICATION AND MOTIVATION ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research aims to determine the effect of communication and motivation on employee performance at PT. Polarin Xinindo both partially and simultaneously. The method used is the Quantitative Associative method. The population in this study were employees of PT. Polarin Xinindo. The sampling technique used was the saturated sample method with 60 respondents. The data analysis method uses multiple linear regression tests. This research shows that communication has a positive and significant influence on employee performance. Work motivation has a positive and significant influence on employee performance. Simultaneously, communication and work motivation positively and significantly influence employee performance.
Keywords: Communication; Motivation; Employee performance

1. INTRODUCTION

The presence of human resources in an organization has a crucial role in increasing employee productivity. Performance appraisals have a significant impact on employees because they show attention from leaders and can be an encouragement for employees to improve their performance. Good employee performance can result in promotion, development, and rewards, while poor employees may experience demotion. A company's success depends on the ability of human resources to complete the tasks given, so employees are required to continue to develop themselves.

Reliable skills in handling work are essential for human resources in an organization because this can directly influence employee performance. Low employee performance can cause losses for the company and even lead to closure. Therefore, maintaining and improving employee performance by the desired goals is very important for every company. Planning employee performance development is essential because if the plan can be implemented well, each employee will cooperate and coordinate well, which will directly impact their performance at PT. Polarin Xinindo Tangerang City.

Employee performance is influenced by factors such as communication and work motivation. An imbalance in even one factor can impact employee performance and company goals. Quality employees are essential for the company's progress; they understand their roles and responsibilities and can compete well through their work results. Good employees will voluntarily carry out their duties, take initiative, like challenges, and be ready to work hard.

Performance is a crucial indicator of company success. Companies must continue to improve performance from time to time. Good performance reflects an increase in achievement, meeting work quality standards, providing optimal contributions, having confidence in completing tasks and taking full responsibility for duties and responsibilities.

PT. Polarin Xinindo is a cooling equipment distribution company offering various AC spare parts, AC compressors, AC freon, AC pipes, and AC units at high quality and competitive prices. The company also provides various needs related to air conditioning, air conditioning systems, cold storage, refrigeration systems, and employee performance at PT. Polarin Xinindo is assessed based on the results they achieve, with the hope that the company will continue to improve. However, there is a decline in performance, characterized by work needing to be completed on time, lack of efficiency in completing tasks, and lack of communication between employees.

Interviews with the Human Resources Department show that the company is experiencing problems with employee performance. Several factors can cause this decrease in performance. Field data shows fluctuations in company performance over the last few years. In 2020, performance reached 60%, which did not reach the target due to the impact of the COVID-19 pandemic. Performance improved to 81% in 2021 as the impact of the pandemic eased slightly. However, in 2022, performance dropped drastically to 64% due to decreased customer demand, which was influenced by the worsening COVID-19 situation. Overall, the data shows a yearly decline in performance, which has yet to meet the company's targets.

Furthermore, communication is an essential aspect of building relationships, both personally and in an organizational context. With effective communication, relationships will work as they should. Communication involves interaction between one or more individuals, either directly or indirectly, and is vital in everyday life. According to Raymond (2018), communication is a process that involves sorting, selecting, and sending symbols in a way that allows the recipient to understand and respond with an understanding that matches the communicator's intentions.

At PT. Polarin Xinindo field data shows that there will be a decline in communication in 2022 in the assessment indicators of work understanding, work enjoyment and influence on attitudes. The cause of the decline in communication is uneven technological developments, damage to communication tools, and employees needing to pay attention and listen to what their superiors say. Furthermore, initial interviews with the HR department showed that employee performance was quite good, with the average employee showing loyalty to the company. However, several problems often arise related to communication. The main problem often is discomfort using communication facilities such as cell phones or handy talkies. The sound from these devices is often considered a sign of a problem that requires immediate resolution. Also, coordination between various lines, superiors, or colleagues must be addressed immediately. Employee performance that could be more optimal can help achieve organizational goals properly. Another problem is the lack of commitment to the organization, especially related to late entry and lack of timeliness in completing tasks.

Regarding motivation, Mangkunegara (2018) stated that ability and motivation factors play a role in achieving performance. Goal-setting theory also confirms that understanding organizational goals can influence a person's work behaviour. Robbins (2018) emphasizes that the intention to work towards a goal is the primary source of work motivation. Work motivation is an employee's innate drive to work. Managers have an essential role in motivating employees to achieve goals. Support for employee work motivation can be realized by meeting individual needs so that the level of work motivation can be influenced by the extent to which these needs are met. High work motivation is essential for productivity and work quality. Management must meet employee needs, provide attention, and consider employees as individuals. Increasing work motivation is a complex task involving various factors. The more factors that influence the fulfilment of work motivation, the higher employee morale. Employee motivation is the key to improving performance and directing the potential of subordinates to work productively.

According to the results of initial interviews with the HR department, employee work motivation is still perceived to be low, which is likely one factor causing decreased performance. The results of employee motivation evaluations show a fluctuating trend over the last few years. In 2020, it only reached 57%, rose to 74% in 2021 but did not reach the company's target, and fell drastically to 58% in 2022, far from the target set. Decreased employee motivation is caused by workloads that are too high, exceeding capabilities, and limited time and system support. Lack of authority in decision-making and bearing great responsibility are also contributing factors. This trend shows that many employees still need more motivation to work.

Motivation and communication are essential aspects that management must consider to ensure that each employee can contribute positively to achieving organizational goals. Motivated employees will be enthusiastic about their duties, while communication helps build cooperation with colleagues. With motivation, employees will be able to meet work standards, and their work concepts and motivation will be met. Effective communication within an organization is a crucial element that ensures harmonious relationships between management and, employees and fellow employees. Furthermore, high motivation positively impacts employee productivity because it can encourage them to work more seriously and focus on achieving company goals. This research aims to reveal the factors that influence employee motivation levels and explore ways management can increase employee motivation to achieve optimal performance. Optimal employee performance is a critical factor in determining the success of an organization. Through understanding how communication and motivation influence employee performance, this research will provide basis for management to take appropriate steps to improve overall organizational performance.

Amid increasingly fierce business competition in the era of globalization, organizations must ensure that their employees' performance remains optimal. This research will provide valuable insight into the factors that can help organizations remain competitive in a dynamic and changing marketplace. This research aims to obtain an in-depth understanding of the extent of the influence of adequate communication levels on employee performance, as well as to identify strategies that can be implemented to improve the quality of communication in the work environment. This research is also expected to significantly contribute to academic knowledge in human resource management and effective management practices. The research results will be valuable for developing better management strategies to improve employee performance and achieve overall organizational goals.

2. RESEARCH METHODS

This research uses a quantitative approach to identify the relationship between the variables studied to test the effect of training and work discipline on employee performance at PT. Polarin Xinindo, this research stream focuses on empirical studies. This research method utilizes numerical data in its analysis, which allows the formation of theories that can explain the observed phenomena. The place of this research is located at PT—Polarin Xinindo, which is located at Jl. Halim Perdana Kusuma, Gudang Duta Niaga No. 9BL/BK, Jurumudi Baru, Benda, Tangerang City 15124.

The research period was carried out from October 2022 to July 2023. This period was used for data collection, processing, and writing research results reports. Research activities were carried out according to needs, including preparing research proposals, collecting primary and secondary data, and data analysis using SPSS 26. The population in this research was all employees at PT—Polarin Xinindo, numbering 60 people. Considering the relatively small population size, this study uses a saturated sampling technique to ensure optimal population representation.

The data collection techniques used include observation and the use of questionnaires. Observations are carried out to record the symptoms observed in the research object systematically. At the same time, questionnaires aim to collect primary data through questions designed according to the Likert scale by focusing on the influence of communication and motivation on employee performance at PT. Polarin Xinindo, this research approach is expected to provide a deeper understanding of the factors influencing employee performance.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

The respondents in this study had diverse characteristics; the gender of the respondents was almost evenly divided, with 35 people (58.3%) being male and 25 people (41.7%) being female. This indicates that the study included significant participation from both genders. Furthermore, most respondents were in the 20-40 year age range, with 27 people (45%) between 20-30 years old and 20 people (33.3%) between 31-40 years old. Meanwhile, there were also several respondents aged < 20 years (5%) and > 41 years (16.7%). This shows variation in the respondents' ages, reflecting the representation of various generations in the PT employee population. Polarin Xinindo. From the aspect of educational background, the majority of respondents had a high school/vocational school educational background, with 31 people (51.7%). Meanwhile, several respondents had D3 education (18.3%), S1 (20%), and Masters (10%). This shows the diversity of education levels in the employee population, which can provide diverse insights in the context of this research. Finally, most respondents had worked for 3-4 years, with 25 people (41.7%). Several respondents had work experience of less than one year (11.7%), 1-2 years (28.3%), and more than five years (18.3%). This shows that this research involves participation from employees with various levels of work experience, which can provide a broad perspective regarding the influence of training and work discipline on employee performance.Top of Form

3.2 Validity and Reliability Test

Validity, according to Sugiyono (2017), refers to how precisely the data obtained from the research object corresponds to the data the researcher can report. Test the validity of the list of statements by comparing the score on each item with the total score. Then, the validity of each question item in the variable can be assessed by comparing the correlation value between the item score and the total score (count) with the critical value in the distribution table.

Table 1. Validity Test of Communication Variables

Statement	r_{count}	r_{table}	Decision
P1	0.681	0.254	Valid
P2	0.712	0.254	Valid
P3	0.754	0.254	Valid
P4	0.839	0.254	Valid
P5	0.864	0.254	Valid
P6	0.903	0.254	Valid
P7	0.932	0.254	Valid
P8	0.923	0.254	Valid
P9	0.914	0.254	Valid
P10	0.881	0.254	Valid

Source: Data processed with SPSS 26 (2023)

Table 2. Validity Test of Work Motivation Variables

Statement	r count	r table	Decision
P1	0.741	0.254	Valid
P2	0.735	0.254	Valid
P3	0.729	0.254	Valid
P4	0.901	0.254	Valid
P5	0.883	0.254	Valid
P6	0.899	0.254	Valid
P7	0.862	0.254	Valid
P8	0.833	0.254	Valid
P9	0.691	0.254	Valid
P10	0.640	0.254	Valid

Source: Data processed with SPSS 26 (2023)

Table 3. Validity Test of Performance Variables

Statement	r count	r table	Decision
P1	0.901	0.254	Valid
P2	0.868	0.254	Valid
P3	0.662	0.254	Valid
P4	0.722	0.254	Valid
P5	0.851	0.254	Valid
P6	0.883	0.254	Valid
P7	0.903	0.254	Valid
P8	0.880	0.254	Valid
P9	0.896	0.254	Valid
P10	0.887	0.254	Valid

Source: Data processed with SPSS 26 (2023)

Based on the results of the validity test, it can be seen that the value of count> table 0.254; thus, it can be concluded that all statement items in the indicator variables of this research are valid. Hence, all statements in the questionnaire are suitable as instruments for measuring research data.

Table 4. Reliability Test

No	Variable	Cronbach Alpha	Criteria	Decision
1	Communication (X1)	0.955	> 0.60	Reliable
2	Work Motivation (X2)	0.931	> 0.60	Reliable
3	Employee Performance (Y)	0.951	> 0.60	Reliable

Source: Data processed with SPSS 26 (2023)

Based on Table 4, it can be seen that each variable, Communication, Work Motivation and Employee Performance, has a Cronbach Alpha value > 0.60. Thus, the reliability test results for all variables are reliable so that all question items can be trusted and used for further research.

3.3 Classic Assumption Test
3.3.1 Data Normality Test

Table 5. Data Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		60
Normal Parameters, b	Mean	.0000000
	Std. Deviation	4.63169692
Most Extreme Differences	Absolute	0.099

	Positive	0.083
	Negative	-0.099
Statistical Tests		0.099
Asymp. Sig. (2-tailed)		,200c,d

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Data processed with SPSS 26 (2023)

The results of the Kolmogorov-Smirnov normality test show an Asymptotic Significance (2-tailed) value of 0.200. This value shows the probability that the data distribution is taken from a normally distributed sample.

3.3.2 Multicollinearity Test

Table 6. Multicollinearity Test

| | Collinearity Statistics | |
Model	Tolerance	VIF
1 (Constant)		
Communication (X1)	,677	1,476
Motivation (X2)	,677	1,476

a. Dependent Variable: Employee Performance
Source: SPSS 26 Data Processing Results (2023)

Based on this table, it can be concluded that the tolerance value between independent variables has a value greater than 0.10, and the Variance Inflation Factor (VIF) value is smaller than 10. This shows no significant correlation between the independent variables in the regression model. Thus, the assumption regarding multicollinearity is met, which means the regression model can be used and proceed to the next testing stage.
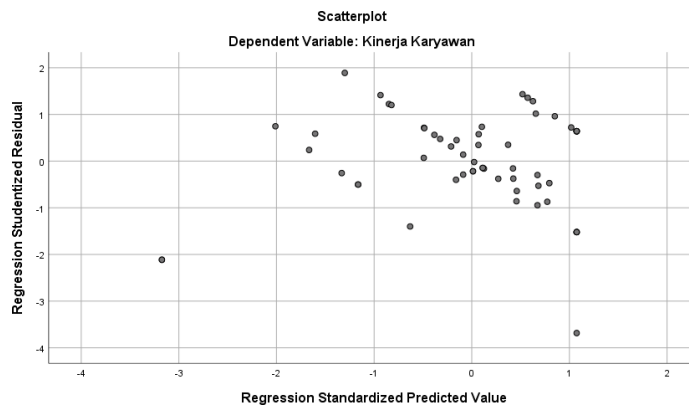
3.3.3 Heteroscedasticity Test

Figure 1. Heteroscedasticity Test Results

Based on Figure 1, it can be seen that the dots are spread out and do not form a clear pattern. So it can be concluded that there is no heteroscedasticity problem in this research.

3.3.4 Autocorrelation Test

Table 7. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,819a	0.671	0.659	4,712	1,673

Source: SPSS 26 Data Processing Results (2023)

Based on table 7, autocorrelation testing using the Watson Durbin test can be seen that the Watson Durbin value of 1.673 is in the interval 1.55 – 2.46 so it can be concluded that the data in this research variable does not have autocorrelation.

3.4 Multiple Linear Regression

Table 8. Multiple Linear Regression

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,934	2,704		4,414	0,000
Communication	0.370	0.067	0.514	5,569	0,000
Motivation	0.332	0.075	0.409	4,428	0,000

 a. Dependent Variable: Performance

Based on the results obtained from the multiple linear regression analysis above, a regression equation Y = 11.934 + 0.370X1 + 0.332X2 can be created. The interpretation of the multiple linear regression equation is as follows:
a.   A constant value of 11.934 indicates that if the value of the Communication and Work Motivation variables is zero or does not change, then the Employee Performance value will remain at 11.934.
b.   The regression coefficient for the Communication variable (X1) is 0.370, indicating that if the value of the Communication variable increases by one point, assuming the value of the Work Motivation variable remains constant, then the Employee Performance value will increase by 0.370.
c.   The regression coefficient for the Work Motivation variable (X2) is 0.332, indicating that if the value of the Work Motivation variable increases by one point, the value of the Communication variable remains constant. The Employee Performance value will increase by 0.332.

Table 9. Simultaneous Tests

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2578,029	2	1289,014	58,050	,000b
Residual	1265,704	57	22,205		
Total	3843,733	59			

 a. Dependent Variable: Performance
 b. Predictors: (Constant), Motivation, Communication

Based on Table 9, the F value obtained is 58.050 > F Table 3.16 with a significance level of 0.000 < 0.05. Thus, Ho is rejected, and Ha is accepted, meaning that simultaneously, there is a positive and significant influence of Communication and Work Motivation on employee performance at PT. Polarin Xinindo.

Table 7 shows that the correlation value between the variables Communication (X1) and Work Motivation (X2) is 0.819, which is in the interval 0.80 - 1.00, indicating a solid relationship. This means that the Communication and Work Motivation variables strongly correlate with employee performance. Based on Table 7, the coefficient of determination (R-Square) is 0.671. This indicates that the Communication and Work Motivation variables contribute 67.1% to employee performance. Meanwhile, the remaining 32.9% was influenced by other variables not examined in this research.

4. DISCUSSION

The research results show that communication partially positively and significantly influences employee performance at PT. Polarin Xinindo. This is supported by previous research conducted by Maulidia (2018), Arnawa & Heryanda (2021), and Potawari (2020), which shows that communication has a significant influence on employee performance in various companies. Apart from that, work motivation has a positive and significant influence on employee performance at PT. Polarin Xinindo. Previous research by Maulidia (2018), Arnawa & Heryanda (2021), and Potawari (2020) also supports these results by showing that work motivation has a positive and significant impact on employee performance in various industrial contexts.

The statistical analysis results show that the value of the multiple linear regression equation is Y=11.934+0.370X1+0.332X2. A constant of 11.934 indicates that if the Communication and Work Motivation variables are zero or do not increase, employee performance will still have a value of 11.934. The regression coefficient for the Communication variable (X1) of 0.370 states that if the Communication variable increases by 1 point, with the Work Motivation variable remaining constant, employee performance will increase by 0.370. Meanwhile, the regression coefficient for the Work Motivation variable (X2) is 0.332, indicating that if the Work Motivation variable increases by 1 point, with the Communication variable remaining constant, employee performance will increase by 0.332. The correlation value between the Communication variables (X1) and Work Motivation (X2) amounted to 0.819, which shows a solid relationship between the two on employee performance. The R Square coefficient of determination value of 0.671 indicates that the Communication and Work Motivation variables contribute 67.1% to employee performance. The Fcount value of 58.050 is more significant than Ftable 3.16 with a significance level of 0.000 <0.05, indicating that simultaneously, there is a positive and significant influence of Communication and Work Motivation on employee performance at PT. Polarin Xinindo. This is also supported by previous research, which shows that communication and work motivation simultaneously significantly influence employee performance.

5. CONCLUSION

The results of multiple linear regression analysis show that Communication and Work Motivation have a positive and significant effect on employee performance at PT. Polarin Xinindo is in line with previous research. The regression coefficient shows that a one-point increase in Communication or Work Motivation will increase employee performance by 0.370 and 0.332, respectively. The statistical test results also confirm the significance of these two variables, with an Fcount value greater than Ftable and a significance level of less than 0.05. In conclusion, Communication and Work Motivation are essential in improving employee performance at PT. Polarin Xinindo.

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