

Journal Boas : Business, Economics, Accounting And Management

E-ISSN: 2964-4257

Edisi : Volume 02 Nomor 02 | May 2024

Available online at <https://journalinstal.cattleyadf.org/index.php/Instal/index>

The Effect of Organizational Communication, Motivation and Work Discipline on Employee Performance of the UMKM Cooperative Office of Medan City

Abdul Kahar Batubara¹, Hermansyur², Pitono³
Harapan University Medan

ARTICLEINFO

Article history:

Received : 28 March 2023

Revised : April 28, 2023

Accepted : 20 May 2023

Keywords:

Organizational
Communication, Motivation,
Work Discipline, Employee
Performance

ABSTRACT

This research aims to analyze the influence of organizational communication, motivation and work discipline on employee performance. The total population in this study was 70 people, and by using saturated sampling techniques a sample of 70 people was obtained. The analysis technique used is multiple linear regression. The results of the research show that organizational communication has a significant effect on the performance of employees of the Medan City UMKM Cooperative Service, motivation has a significant effect on the performance of employees of the Medan City UMKM Cooperative Service, work discipline has no effect on the performance of employees of the Medan City UMKM Cooperative Service. Simultaneously, it shows that organizational communication, motivation and work discipline have a significant effect on the performance of employees of the Medan City UMKM Cooperative Service.



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

Corresponding Author:

Abdul Kahar Batubara
Harapan University Medan
E-mail: Abdul.kaharbb28@gmail.com

INTRODUCTION

Human resources (HR) have a strategic role in an organization because without them the organization's goals will not be achieved. Businesses often face problems and obstacles related to human resource management, which of course is a challenge for business, because the success of an organization really depends on the quality of human resource management. Company management must understand and apply

understanding of human resource management to handle various problems within the scope of the organization in order to support the activities of the organization or company to achieve the stated goals.

One indicator of the quality of a company's human resources or employees is employee performance, because performance reflects the work results obtained by employees in carrying out their duties within a certain period of time. High employee performance will result in growth that is proportional to the company's business development. Human resource management is the utilization, development, evaluation, compensation and management of individual members of an organization or group of workers. Human resource management is the process of dealing with various problems within the scope of employees, workers, managers and other workers in supporting the organization or organizational activities to achieve predetermined goals. Therefore, solid human resource management is expected to increase maximum performance in accordance with organizational or company goals. Peak performance can be measured by the quality of an employee's work, the quantity of work performed, the timeliness of work completion, and the ability to carry out responsibilities in collaboration with other employees.

In the workplace, employees and leaders are also inseparable from communication that connects them to complete their respective tasks. Communication that takes place within an organization is called organizational communication and is also an important part of improving employee performance. It is impossible for a company to operate without organizational communication. To disseminate information between members of an organization, communication must be carried out, both between superiors and their subordinates (downward communication), between subordinates and their superiors (ascending communication), and between superiors and co-workers (horizontal communication).

All employees of an organization need information, including in fulfilling their work responsibilities. Once employees understand this information, they should try their best and be on time. In organizations, effective delivery of information means that information must be well received and understood by the people who receive it, including superiors, subordinates and co-workers. If information is not received well, it will impact performance, meaning work cannot be completed quickly or with good quality. For this reason, it is very important to establish effective and harmonious communication between individuals at various levels and positions in the organization.

Motivation to work must also be considered. In fact, every business expects employees who are not only talented and capable, but also who are diligent and willing to work together to achieve high results. For this reason, it is very important to provide motivation to employees to help them perform their tasks as best as possible and fulfill the responsibilities assigned to them.

Providing motivation can increase employee enthusiasm to achieve the best performance. There are many ways to motivate employees, one of which is by providing incentives to encourage them to complete the assigned tasks. These incentives can also help in promoting employees' self-development, providing and encouraging them to become more independent, and achieve optimal levels of

performance. If employees are motivated, they can help achieve organizational goals. Otherwise, employees may work carelessly and do mediocre work.

Apart from organizational communication and work motivation, work discipline is also an important factor to pay attention to, because work discipline is a negative process, namely something that forces problematic employee behavior. This kind of attitude can create feelings of doubt in everyone involved. This disciplinary process can be used as an opportunity to turn a problematic situation into one that benefits all parties and to change behavior and not to punish problematic employees. In reality, some employees' behavior is in line with the organization's expectations, and others whose behavior is quite acceptable, but there are also some employees who often cause problems, although not all of them.

METHOD

Employee Performance

Performance comes from the English language performance which has the same meaning. The concept of performance is an abbreviation of work energy kinetics. Performance is the result obtained from the functions or indicators of a job or profession within a certain period of time. In general, performance can be interpreted as the work results that can be achieved by individuals or groups in an organization in accordance with their respective responsibilities and authorities, so that the goals of the organization in question can be achieved legally, without violating the law, and in accordance with morals and ethics. (Wirawan, 2014:03).

Organizational Communication

Communication is the process of conveying messages by the communicator to the communicant through media that causes certain effects. Human relations in carrying out daily tasks cannot be separated from communication behavior. This communication behavior can be seen from several aspects of life, both from waking up to falling asleep again. Communication behavior will form an organization that has goals in people's daily lives. Organizational communication is a communication process within the context of organizational interests (Mulyana, Dedi. 2001:31-32). While stating that "organizational communication is the sender and recipient of various organizational messages within formal and informal groups of an organization" (Indriyanti. 2019:71).

Motivation

Motivation is a factor that encourages people to act in a certain way. From the several definitions above, it can be concluded that motivation is an effort process carried out within employees to easily achieve goals and success for the desired personal interests and company interests (Manullang. 2014: 155).

Work Discipline

Etymologically, discipline comes from the English word disciple which means "follower" or "adherent", "teaching", "training" and so on. Discipline is a certain situation where people who are members of an organization submit to existing

regulations with pleasure. Meanwhile, work is all human activities carried out to achieve predetermined goals (Hartatik, Indah Puji. 2014: 183).

Multiple Linear Regression Analysis

Multiple regression analysis to determine how much influence organizational communication (X1), motivation (X2), work discipline (X3) has on the performance of employees of the Medan City UMKM Cooperative Service (Y). The multiple linear regression equation is searched using the formula:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

This research uses quantitative data research, which is data in the form of numbers which is then processed and processed using SPSS (Statistical Package Social Science) 24 according to the wishes of the user (user) quickly and precisely.

RESULTS AND DISCUSSION

Data Quality Testing

Data Validity Test

Table 1.Y Validity Test Results (Employee Performance)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	30.4714	49,064	,709	,906
VAR00002	30.5143	49,703	,684	,907
VAR00003	30.4429	49,352	,695	,907
VAR00004	30.4714	49,702	,715	,905
VAR00005	30.3857	48,182	,724	,905
VAR00006	30.5143	48,456	,670	,909
VAR00007	30.5143	49,645	,709	,906
VAR00008	30.6143	48,559	,739	,904
VAR00009	30.4714	49,615	,700	,906

Table 2.Variable X1 Validity Test Results (Organizational Communication)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	36.7857	37,591	,461	,836
VAR00002	36.8143	36,878	,534	,829
VAR00003	36.7857	37,852	,419	,839
VAR00004	36.8857	36,595	,498	,833
VAR00005	36.8429	35,758	,614	,822
VAR00006	36.9714	35,246	,576	,825
VAR00007	36.9429	37,446	,380	,845
VAR00008	36.8571	35,139	,609	,822
VAR00009	36.8571	34,849	,668	,817
VAR00010	37,0000	34,290	,648	,818

Table 3. Validity Test Results for Variable X2 (Motivation)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	28.8571	21,197	,719	,769

VAR00002	28,9000	24,091	,427	,808
VAR00003	28.8429	23,149	,488	,800
VAR00004	29.0143	20,003	,637	,778
VAR00005	29.1857	22,008	,496	,800
VAR00006	29.0571	21,533	,485	,803
VAR00007	28.9857	22,739	,524	,796
VAR00008	29.1571	21,178	,524	,797

Table 4.Validity Test Results for Variable X3 (Work Discipline)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VAR00001	16.6429	7,189	,707	,664
VAR00002	16.6429	8,262	,534	,727
VAR00003	16.6143	8,559	,506	,737
VAR00004	16.8429	7,294	,550	,723
VAR00005	16.9143	8,224	,421	,767

Table 1-4 shows that all statement items are valid because of the results *corrected item-total correlation* $r_{count} > r_{table}$ (0.186) attached. Thus, the questionnaire can be continued at the reliability testing stage.

Reliability Test

Table 5.Employee Performance Variable Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,916	9

Table 6.Reliability Test Results for Organizational Communication Variables (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,843	10

Table 7.Motivational Variable Reliability Test Results (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
,815	8

Table 8.Work Discipline Variable Reliability Test Results (X3)

Reliability Statistics	
Cronbach's Alpha	N of Items
,767	5

Based on reliability testing, the Cronbach's Alpha value must be greater than 0.60, so the research instrument can be said to be reliable. From the table above it can be seen that the Cronbach's Alpha value > 0.60 means that the instrument is reliable.

**Classical Assumption Testing
Data Normality Testing**

Table 9.Kolmogorov Smirnov Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		70
Normal Parameters, b	Mean	.0000000
	Std. Deviation	6.44003497
Most Extreme Differences	Absolute	.113
	Positive	.103
	negative	-.113
Statistical Tests		.113
Asymp. Sig. (2-tailed)		.066c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the normality test with Kolmogorov-Smirnov, the Asymp value was obtained. The Sig of 0.066 is greater than 0.05, so it can be concluded that the data is normally distributed.

Testing Multicollinearity

Table 10.Multicollinearity Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4,541	7,472		-.608	,545		
	Organizational Communication	,572	.121	,483	4,732	,000	,981	1,020
	Motivation	,442	,220	,299	2,007	,049	,461	2,168
	Work discipline	,037	,343	.016	.108	,914	,457	2,189

a. Dependent Variable: Employee Performance

In Table 10, the results of the multicollinearity test above, the results of the tolerance value calculation show that there are no independent variables that have a tolerance value of less than 0.1. The results of calculating the VIF value also show the same thing, there is not one independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroskedasticity Testing

Table 11.Glejser test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	
		B	Std. Error	Beta				
1	(Constant)	11,844	4,323			2,740	,008	
	Organizational Communication	-.239	,070			-.388	-.1417	,209
	Motivation	,061	.127			,079	,477	,635
	Work Discipline	,042	,199			,035	,212	,833

a. Dependent Variable: Abs_Res

Based on the output above, it is known that the significance value (Sig.) for the organizational communication variable (X1) is 0.209, the significance value (Sig.) for the motivation variable (X2) is 0.635 and the significance value (Sig.) for the work discipline variable (X3) is 0.833 . Because the significance value of the three variables above is greater than 0.05, in accordance with the basis for decision making in the Glejser test, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

Multiple Linear Regression Equation

Table 12.Multiple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4,541	7,472		-.608	,545		
	Organizational Communication	,572	,121	,483	4,732	,000	,981	1,020
	Motivation	,442	,220	,299	2,007	,049	,461	2,168
	Work discipline	,037	,343	.016	.108	,914	,457	2,189

a. Dependent Variable: Employee Performance

$$Y = -4.541 + 0.572 X1 + 0.442 X2 + 0.037 X3$$

- a. a = -4.541 or regression constant, which means if there are no independent values for variables X1 (organizational communication), X2 (motivation) and X3 (work discipline). In this case, if X1, X2 and X3 are equal to 0 (zero) then employee performance will decrease by 4.541.
- b. b1 = 0.572 for the independent variable X1 (organizational communication) which has a positive sign, indicating that an increase in organizational communication by 1 unit will increase employee performance by 0.572 units.
- c. b2 = 0.442 for the independent variable X2 (motivation), which has a positive sign, indicating that an increase in motivation of 1 unit will increase employee performance by 0.442 units.
- d. b3 = 0.037 for the independent variable X3 (work discipline) which has a negative sign, indicating that an increase in work discipline by 1 unit will reduce employee performance by 0.037 units.

Hypothesis Testing Results

F test

Table 13.Simultaneous Test Results of the Effect of Organizational Communication, Motivation and Work Discipline on Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1384,991	3	461,664	10,647	,000b
	Residual	2861.709	66	43,359		

Total	4246,700	69
-------	----------	----

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Organizational Communication, Motivation

From the F test results above, it can be seen that $F_{count} > F_{table}$ ($10.647 > 2.689$) or $sig F < 5\%$ ($0.000 < 0.05$). This means that the variables of organizational communication, motivation and work discipline have a significant effect on employee performance variables.

t test

Table 14.Partial Test Results of the Effect of Organizational Communication, Motivation and Work Discipline on Employee Performance

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4,541	7,472		-.608	,545		
	Organizational Communication	,572	.121	,483	4,732	,000	,981	1,020
	Motivation	,442	,220	,299	2,007	,049	,461	2,168
	Work discipline	,037	,343	.016	.108	,914	,457	2,189

a. Dependent Variable: Employee Performance

The t-value for $X_1 > t_{table}$ ($4.732 > 1.982$) and the Sig value. ($0.000 < 0.05$), then organizational communication has a positive and significant effect on employee performance. The t-value for $X_2 > t_{table}$ ($2.007 > 1.982$) and the Sig value. ($0.049 < 0.05$), then motivation has a positive and significant effect on employee performance. The t-value for $X_3 < t_{table}$ ($0.108 < 1.982$) and the Sig value. ($0.914 > 0.05$), then work discipline has no effect on employee performance.

Determination Test

Table 15.Coefficient of Determination

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,571a	,326	,296	6.58477	

a. Predictors: (Constant), Work discipline, Organizational communication, Motivation

b. Dependent Variable: Employee performance

From the table above, the Adjusted R Square value is 0.296. This shows that the employee performance variable (Y) is influenced by variables X_1 (organizational communication), X_2 (motivation) and X_3 (work discipline) by 29.6% and the remaining 70.4% is determined by other variables not examined in this research.

Discussion

The Influence of Organizational Communication on Employee Performance

From the results of the regression test, it was found that organizational communication had a significant effect on employee performance with a value of $(4.732 > 1.982)$ and a Sig. $(0.000 < 0.05)$. Communication is a method of forming organizational perceptions to keep management and employees informed about various significant matters. Communication is a method in which a person (communicator) sends encouragement (usually with verbal symbols) to change the behavior of a person (communicant). In every organization, communication plays an important role. Many organizations have ineffective communication. This can reduce organizational performance which can ultimately lead to dissatisfaction with the results of employee performance.

This is in accordance with the opinion of Anjardini (2017), Maria (2021) who stated that organizational communication has a positive and significant effect on employee performance.

The Influence of Motivation on Employee Performance

From the results of the regression test, it was found that motivation had a significant effect on employee performance with a value of $(2.007 > 1.982)$ and a Sig. $(0.000 > 0.05)$. Work motivation is very much needed for a job, because basically humans are easily motivated by giving what they want, so that other needs will be more motivated to achieve (security/safety, acceptance, appreciation, and self-actualization). It is impossible for humans to directly achieve higher needs without going through basic needs (physical needs). The importance of motivation in organizations causes someone to work if there is motivation because without motive, people will not do anything. Motivation can arise from within because there are basic human needs that are universal but cannot be stimulated. Stimulation from outside can be physical or non-physical which is called motivation while the object is called a motivator.

From several studies it is stated that motivation has a positive and significant effect on employee work performance and in this research it is also stated that motivation is the dominant factor that influences increased employee performance. The relationship between motivation and employee performance is that the higher the employee's motivation at work, the more effective the resulting performance will be. and competent in their field. The learning process must become a company culture so that employee skills can be maintained. This is in accordance with the opinion of Anjardini (2017), Maria (2021) who stated that motivation has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

From the results of the regression test, it was found that work discipline had no effect on employee performance with a value of $(0.108 < 1.982)$ and a Sig. $(0.914 > 0.05)$. In this case, the work discipline factors include the size of compensation, whether there is exemplary leadership in the organization, whether there are definite rules that can be used as a guide, the courage of the leadership in taking action, whether there is supervision by the leadership, whether there is attention to employees and creating Habits that support the establishment of discipline do not necessarily produce

satisfactory work. Following the work methods determined by the company and having a high level of responsibility does not seem to have a significant impact on improving employee performance at the Medan City UMKM Cooperative Service. This is in accordance with the opinion of Nelizulfa (2018) who states that work discipline does not affect employee performance.

Conclusion

The conclusion in this research is that organizational communication has a significant effect on employee performance at the Medan City UMKM Cooperative Service. Motivation has a significant effect on employee performance at the Medan City UMKM Cooperative Service. Work discipline has no effect on employee performance at the Medan City UMKM Cooperative Service. Organizational communication, motivation and work discipline have a significant effect on employee performance at the Medan City UMKM Cooperative Service.

BIBLIOGRAPHY

- [1] Anjardini, Ratih Ismalia. 2017. Analysis of the Influence of Leadership Style, Organizational Communication, Work Discipline, and Motivation on Employee Performance. Semarang: BNI Syariah
- [2] Hartatik, Indah Praise. 2014. Practical book on developing human resources. Yogyakarta: Execute.
- [3] Indriyanti. Organizational Communication Patterns in the Tallo District Office, Makassar City. Muhammadiyah University of Makassar. 2020. p,9
- [4] Maria Elvina. 2021. Analysis of the Influence of Organizational Communication, Work Motivation and Work Environment on the Performance of PT Maju Bersma Supermarket Medan"
- [5] Manullang. 2014. Organizational Behavior: Basic Concepts and Applications. 6th printing. Rajawali Press
- [6] Mulyana, Dedi. Communication Science An Introduction. Bandung: Rosdakarya Youth. 2001.
- [7] Hero. 2014. Evaluation of Human Resources Performance: *Application Theory and. Study*. Salemba Four.