

Factors Influencing Employee Performance At Pt. Fokus Inovasi Terpadu

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Abstract: This study aims to determine how the effect of Organizational Communications. The research method used in this research is descriptive and verification methods. The population in this study is a Employee's PT Fokus Inovasi Terpadu. The sampling technique used in the study sample size of 38 respondents. While the method of analysis used in this study is simple linear regression analysis, and the coefficient of determination at a significant level of 5%. The results showed that Organizational Communications and Work Motivation had an effect on Performance Employee's PT Fokus Inovasi Terpadu partially and simultaneously. Communication Organizational and Work Motivation was 54.6% on Performance Employee's, while the remaining 45.4% was contributed by other variables.

Keywords: Communcation Organizational, Work Motivation, Employee Performance

1. Introduction

Along with the development of technology in the industrial world or the Industrial Revolution, science is also very rapidly developing, especially the science of Human Resources which will encourage the activities of every existing industry, because at this time human resources in a company or government institution are very important. It should be noted that human resources are even considered as the cogs of activity for a company / government agency.

This is in accordance with what Nugraha Etc. (2018) in Fernanda (01: 2019) that human resources is an asset for a company to achieve its goals. Because in the company, human resources (human capital) will becoming a heart and soul of the company as well as other division. A good company will always maintain its human resources in order to achieve its goals, meaning that the company needs to maintain the performance of every individual in order to achieve each of its goals, because performance is a success that each individual employee has in perform their jobs tremendously. This is what Anwar Prabu Mangkunegara (2014: 67) said, performance is the result of both work in quality and quantity that achieved by an individuals or an employee in performing his jobs and his responsibility as according to their job descriptions and also clarified by Sutrisno (2016) , success indicator on performace if the individual I the organizations successfully completed their task in their job description , The performance that can be achieved by individuals or groups in a company according to the requirements of fulfilling their respective authorities and responsibilities, or if the individual can be expected to behave in accordance with the appropriateness of the standards of behavior given to him, and performance can also be in the form of quantity, quality and time. spent doing errands. Each company must have its own performance assessment system, as well as PT Fokus Inovasi Terpadu, an event organizations, here is a performance assessment at PT Fokus Inovasi Terpadu in 2018-2020:

Table 1.1
Performance Appraisal at PT Fokus Inovasi Terpadu in 2019-2020

NO	Indicator	Target (%)	Realization %		
			2019	2020	2021
1	Project Completion Time	100	96	95	90
2	Cost Efficiency	100	97	98	88

3	Discipline in company regulations	100	93	93	85
4	Team Work	100	94	83	90
5	Leadership	100	93	95	91
6	Productivity	100	93	97	84
7	Responsibility	100	95	92	93

Sumber: HRD PT Fokus Inovasi Terpadu, 2021

According on Table 1.1, it shows that the employee performance of PT Fokus Inovasi Terpadu is very fluctuating which tends to decrease, the highest decrease is in the productivity indicator which in 2019 reached a relation of 95, in 2020 it was 92 and in 2020 it reached 84. The side indicators also experienced fluctuations, this can be explained that there is a decrease in employee performance at PT Fokus Inovasi Terpadu.

Previous research according to Gumilang (2020) explained that organizational communication has an effect on employee performance. According to Brent D. Ruben (in Sukrillah, 2014; Can & Kutluca, 2019) explains that communication is an interaction, a symbolic process that requires people to regulate their environment by building human relationships through information exchange to improve performance. Meanwhile, according to Danang and Burhanuddin (2015: 69) Organizational Communication is a process in which individuals, groups / groups or organizations send various forms of information or messages to other people, groups or organizations.

research proposed by Auliyana (2020) explained that motivation has an effect on employee performance. According to Gitosudarmo (2015: 109) is the process that initiates, guides, and maintains goal-oriented behaviors, therefore motivation is often interpreted as a driving factor for individuals behaviour. Every move, action and behaviour by a person must have a driving factor that drives his actions. The driving factor for a person to do a certain activity is generally that need. Meanwhile, according to Widodo (2015: 187) motivation is the power that exists in a person, which drives their behavior to take action. The magnitude of the intensity of the strength within a person to do a task or achieve a goal shows the extent of his motivation level.

Based on the explanation of previous research as well as explanations from experts about organizational communication and motivation, these two things often has an effect on employee performance at PT. Fokus Inovasi Terpadu has been explained by researchers at the beginning and the data that have described the occurrence of fluctuations tends to decrease the performance of PT Fokus Inovasi Terpadu. So on this occasion the researcher explained the problem formulations as follows:

1. What is the description of organizational communication at PT Fokus Inovasi Terpadu.
2. How to describe the work motivation of employees at PT Fokus Inovasi Terpadu.
3. What is the description of employee performance at PT Fokus Inovasi Terpadu.
4. How is the effect of organizational communication and work motivation on performance in PT Fokus Inovasi Terpadu partially and simultaneously.

2. II. LITERATURE REVIEW MANAGEMENT

According to Hasibuan, (2016: 9) Management is the process of dealing with or controlling resources or people which involves certain activity such as *planning, leading, organizing and controlling* to achieve organizational goals.

Management according to Robbins and Coulter (2012: 8) Management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively. Efficient means achieving maximum productivity with minimum effort, while effective means fulfilling a specific function.

3. HUMAN RESOURCE MANAGEMENT

According to Schuler in Sutrisno (2016: 6) Human resource management is an acknowledgment of the importance of the organization's workforce as a very important human resource in contributing to organizational goals and using several functions and activities to ensure that the HR is used effectively and fair for the interests of individuals, organizations and society.

4. ORGANIZATIONAL COMMUNICATION

Communication within an organization is very important, because communication refers to the actions of one or more people, in which they exchange information with each other. If the information in an organization or company is not going well, it will be difficult for the company to reach the targets it has set. Zelko and Dance (in Muhammad, 2014: 66) stated that Organizational communication is the process of creating and sharing messages in a network of interdependent relationships to cope with an uncertain or that ever changing environment.

Communication function:

1. Provides understanding of work reports, suggestions, suggestions, opinions, requests for assistance and complaints.
2. Obtain information from subordinates about the activities and implementation of subordinates' work from a lower level.

5. WORK MOTIVATION

Gitosudarmo (2015: 109) said motivation is what a person encourages to do action, usually motivation is often conceptualized as a one's behaviour driving factors. Every meaningful cause that affect this individual must have been affect that individual action and behaviours. The behaviour that company need is like employee that has high motivation of course. Meanwhile, Widodo (2015: 187) said motivation is the power that exists in a person, which drives their behaviour to take action. The magnitude of the intensity of the strength within a person to do a task or achieve a goal shows the extent of his motivation level.

Motivation is also a movement that regulates human behaviour in doing something

As according to Darmawan (2013: 41) Motivation is a mental attitude that creates, encourages or moves someone, which then the expected results are directed by individual behaviour, attitudes and actions that are always linked and also in accordance with the achievement of goals, both personal and company goals. The conclusion is that Motivation is broadly defined into three main components, namely needs, drives, and goals.

6. PERFORMANCE

According to Edison (2016: 190), what is called performance is the result of a work process or output that the employee has completed with reference to and has been measured within a certain period of time based on the terms or agreements in the pre-determined job description.

According to Sutrisno (2016: 33), performance is the level of success of a person in the organization in completing his tasks. The results of the work that should be achieved by individuals or groups in accordance with the authorities and responsibilities previously agreed upon.

7. FRAMEWORK

Employee performance of PT Fokus Inovasi Terpadu is highly fluctuating which tends to decrease, the highest decrease is in the productivity indicator which in 2019 reached relation 95, in 2020 it was 92 and in 2020 it reached 84. The side indicators also fluctuated, this can be explained that there was a decline in employee performance at PT Fokus Inovasi Terpadu.

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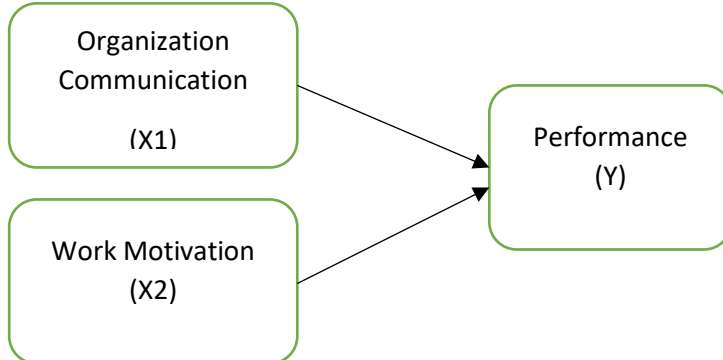


Figure 2.1 Research Paradigm
Source: Researcher Processed, 2021

8. HYPOTHESIS

Sugiyono (2017: 64) said that temporary answers or assumptions in problems in research that must be re-tested using test equipment or test tool. It is said temporarily, because the answers given are based solely on related theories, not based on empirical results calculated based on calculations and field data collection.

Based on the framework described above, the authors draw the following hypothesis:

H1: There are significant effect or influences among organizational communication on employee performance:

H2: There are significant effect or influences among work motivation and employee performance:

H3: There are significant effect or influences among organizational communication and work motivation on employee performance:

9. III. OBJECT AND RESEARCH METHOD OBJECT OF RESEARCH

According to Umar (2013: 22) argues that the object of research is about what or who is the object of research as well as where and when the research was carried out, other things can also be added if deemed necessary.

In this research, the research object used by the author is the individual perception of each employee of PT. Fokus Inovasi Terpadu regarding organizational communication, employee work motivation and employee performance.

10. RESEARCH METHODS

According to Sugiyono (2014: 147) descriptive method can be interpreted as a problem-solving procedure that is investigated by describing the condition of the subject or object in the study which can be people, institutions, society and others who are currently based on visible or what they are. In addition, researchers use verification methods such as the explanation proposed by Sugiyono (2014: 8) suggests that the verification method is defined as research and calculations are carried out using certain methods of specific populations and research samples to test the truth of a hypothesis s.

11. POPULATION

To determine a sample in this research, the authors used non-probability sampling. But Sugiyono (2014: 84) says that if the study population is less than a hundred, the use of this method does not necessary. The population in this research were 38 respondents.

IV. RESULTS AND DISCUSSION

DESCRIPTIVE ANALYSIS OF ORGANIZATIONAL COMMUNICATION

Based on the Organizational Communication Variable questionnaire (X1) the recapitulations results on the questionnaire distribution stated at average of 3,44, that is means that in these organizational variable statement it is stated "good enough". This means that it can be concluded that the communication that exists within the company is not optimal, because there are still some employees who feel that informal communication within the company is not going well.

DESCRIPTIVE ANALYSIS OF WORK MOTIVATION

Based on the Work Motivation Variable questionnaire (X2) the outcome of these questionnaire distribution stated that these work motivation variable has an average was 3.77, which means that in this information it can be defined that employee work motivation is good but not optimal because there are some employees who feel that work motivation from their superiors is lacking.

PERFORMANCE DESCRIPTIVE ANALYSIS

Based on the Variable Performance (Y) questionnaire, the outcome of the distribution of these questionnaire resulted in an average was 3.56, which means that in the statement it was stated "High". This means that employee performance is good enough but not optimal, this is because there are employees who have not been able to complete work from the targets set by the company.

VALIDITY TEST

Validity shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher. To find the validity of an item, the researcher correlates the item score with the total of these items. The standard value of validity is 0.3. If the correlation number obtained is greater than the standard value, the statement is valid (Sugiyono, 2017: 125). If the coefficient between items and total items is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid. Distribution table (table r) then $\alpha=0.05$ and degrees of freedom($dk=n-2$), the test criteria are as follows:

1. If $r\text{-count} > r\text{-table}$ then the question is valid.
2. If $r\text{-count} < r\text{-table}$ then the question is not valid.

Table 4.1 Validity Test Results X1

question point	r-Count	r-table	Information
QPOC1	0,281	0,259	Valid
QPOC2	0,278	0,259	Valid
QPOC3	0,380	0,259	Valid
QPOC4	0,533	0,259	Valid
QPOC5	0,322	0,259	Valid
QPOC6	0,697	0,259	Valid
QPOC7	0,597	0,259	Valid
QPOC8	0,422	0,259	Valid
QPOC9	0,539	0,259	Valid

Source: Processed data, 2021

It can be seen that all the answers to questions asked about organizational communication resulted in the calculated r-value above the predetermined r-table value, so all answers or statements are declared valid..

Furthermore, the following is a recapitulation of the results from testing the validity of work motivation variables which can be seen in the table below:

Table 4.2 Validity Test Results X2

Question Point	r-count	r-table	Information
QPWM1	0.608	0,259	Valid
QPWM2	0.508	0,259	Valid
QPWM3	0.635	0,259	Valid
QPWM4	0.515	0,259	Valid
QPWM5	0.629	0,259	Valid
QPWM6	0.566	0,259	Valid
QPWM7	0.744	0,259	Valid
QPWM8	0.356	0,259	Valid
QPWM9	0.480	0,259	Valid

Source: Processed data, 2021

It can be seen that all the answers to questions asked about work motivation resulted in the calculated r-value above the predetermined r-table value, so all answers or statements are declared valid..

Furthermore, the following is a recapitulation of the results from testing the validity of employee performance variables which can be seen in the table below:

Table 4.3 Y Validity Test Results

Question Point	r-count	r-table	information
QPEP1	0.415	0,259	Valid
QPEP2	0.475	0,259	Valid
QPEP3	0.543	0,259	Valid
QPEP4	0.362	0,259	Valid
QPEP5	0.260	0,259	Valid
QPEP6	0.519	0,259	Valid
QPEP7	0.218	0,259	Valid
QPEP8	0.462	0,259	Valid
QPEP9	0.506	0,259	Valid

Source: Processed data, 2021

It can be seen that all the answers to questions asked about employee performance resulted in the calculated r-value above the predetermined r-table value, so all answers or statements are declared valid.

NORMALITY TEST

The normality test is carried out by the author to measure and see whether the data collected by the author is normally distributed or not. The data can be said to be normally distributed if the data is concentrated in the middle and close to the average value.. Normality of distributed data in this variable is known through the normality test, because normally distributed data is good data to be used in research. By using the Kolmogrov-Smirnov test in the SPSS program, there are criteria that:

- Significance number (Sig.)> 0.05, normally distributed data.
- Significance number (Sig.) <0.05, data is not normally distributed.

**Table 4.4 Normality Test Results
Kolmogorov-Smirnov One-Sample Test**

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	.49823396
Most Extreme Differences	Absolute	.098
	Positive	.060
	Negative	-.098
Kolmogorov-Smirnov Z		.603
Asymp. Sig. (2-tailed)		.860

a. Test distribution is Normal.

b. Calculated from data.

Source: Researcher Processed Data, 2021

Based on the results of the Kolmogrov-Smirnov test in table 4.9, the Asympt value is obtained. Sig. (2-tailed), the significance value is 0.860> 0.05, this indicates that the data is abnormally distributed.

MULTIPLE LINEAR REGRESSION

Table 4.5 Linear Regression

Model		Coefficients ^a	
		Unstandardized Coefficients B	Std. Error
1	(Constant)	.829	.681
	Organizational Communication	.659	.141
	Work Motivation	.552	.133

a. Dependent Variable: Performance

Source: Researcher Processed Data, 2021

Based on the results of multiple linear regression, estimates are obtained in the following equation:

$$Y = 0.829 + 0.659X_1 + 0.552X_2 + e$$

Explanation:

1) Constant or intercept of 0.829 (Positive) means that the performance will decrease if the Organizational Communication and Work Motivation changes without changing, This fact reinforces the importance of Organizational Communication and Work Motivation on Employee Performance at PT. Fokus Inovasi Terpadu.

2) Organizational Communication (X1) has a positive value of 0.659, meaning that the decrease in Organizational Communication can really affected on the employee performance process of PT Fokus Inovasi Terpadu.

3) Work Motivation (X2) has a positive value of 0,552, which means a decrease in work motivation will have an effect and result in decreased employee performance at PT Fokus Inovasi Terpadu.

HYPOTHESIS TEST (TEST T)

Table 4.6 T Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.829	.681		1.218	.231
1 Organizational Communication	.659	.141	.534	4.676	.000
Work Motivation	.552	.133	.474	4.148	.000

a. Dependent Variable: Performance
 Source: Researcher Processed Data, 2021

Based on the results of partial hypothesis testing, the researcher explains the results from the table above as follows:

1) From column t in the table above, it can be seen that the t-count value of the Organizational Communication variable is 4.676. This figure exceeds the predetermined t-table, which is 1.67303. This means that the t-count is greater than the t-table ($4.676 > 1.67303$) or H_0 is successfully rejected, or in other words H_1 is accepted. So, the Organizational Communication variable (X1) has a significant effect on the performance variable (Y).

2) From the t column in the table above, it can be seen that the t-count value of the Work Motivation variable is 4.148. This figure exceeds the predetermined t-table, which is 1.67303. This means that the t-count is greater than the t-table ($4.148 > 1.67303$) or H_0 is successfully rejected, or in other words H_1 is accepted. So, the work motivation variable (X1) has a significant effect on the performance variable (Y).

HYPOTHESIS TEST (TEST F)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.387	2	4.693	21.050	.000 ^b
	Residual	7.803	35	.223		
	Total	17.190	37			

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

Source: Researcher Processed Data, 2021

Based on the table above, the compilers get an F-count value of 21,050, which means it is greater than the F-table 3.27 ($21,050 > 3.27$). That is, H_0 is rejected and H_1 is accepted, so it can be concluded that there is a simultaneous and significant influence of Organizational Communication and Work Motivation on performance.

DETERMINATION COEFFICIENT

Table 4.8 Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.520	.47218

a. Predictors: (Constant), Organizational Communication, Work Motivation

b. Dependent Variable: Performance

Based on the table above, it is known that the coefficient of determination is 0.546 or 54.6%. That is, Organizational Communication (X1) Work Motivation (X2) affects performance (Y) by 54.6% and the remaining 45.4% is influenced by other factors described by the researcher.

12. DISCUSSION

Based on the Organizational Communication Variable questionnaire (X1) the results of the questionnaire that has been distribution stated on an average of 3,44 which means that the statement it is stated "good enough". This means that it can be concluded that the communication that exists within the company is not optimal, because there are still some employees who feel that informal communication within the company is not going well.

Based on the Work Motivation Variable questionnaire (X2) the results of the questionnaire distribution stated that the average was 3.77, which means that in this information it can be defined that employee work motivation is good but not optimal because there are some employees who feel that work motivation from their superiors is lacking.

Based on the Variable Performance (Y) questionnaire, the results of the questionnaire distribution stated that the average was 3.56, which means that in the statement it was stated "High". This means that employee performance is good enough but not optimal, this is because there are employees who have not been able to complete work from the targets set by the company.

The t-value of the Organizational Communication variable is 4,676. This figure exceeds the predetermined t-table, which is 1,67303. This means that the t-count is bigger than the t-table ($4,676 > 1,67303$) or H_0 is successfully rejected, or in other words H_1 is accepted. So, the Organizational Communication variable (X1) has a significant effect on the performance variable (Y).

The t-value of the Work Motivation variable is 4.148. This figure exceeds the predetermined t-table, which is 1.67303. This means that the t-count has bigger value than the t-table ($4.148 > 1.67303$) or H_0 is successfully rejected, or in other words H_1 is accepted. So, that has been said that work motivation (X1) has a very significant effect on the performance (Y).

The F-count value is 21,050, which means it is greater than the F-table 3.27 ($21,050 > 3.27$). That is, H_0 are rejected while H_1 are accepted, so this concluded that there is a simultaneous and significant influence of Organizational Communication and Work Motivation on performance.

13.

14. V. CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the analysis, calculations and data processing that have been carried out, the following conclusions can be drawn:

Based on the organizational communication variable questionnaire (X1) it is stated "good enough". This means that it can be concluded that the communication that exists within the company is not optimal, because there are still some employees who feel that informal communication within the company is not going well.

From the results of the distribution of the questionnaires that have been carried out, the work motivation variable has good results but can be better because there are some employees who feel that the work motivation of their superiors is lacking.

Based on the variable questionnaire Performance (Y) is declared "High". This means that employee performance is good enough but not optimal, this is because there are employees who have not been able to complete work from the targets set by the company.

Based on the hypothesis test, it explains that Organizational Communication and work motivation has a significant effect on employee performance at of PT Fokus Inovasi Terpadu partially and simultaneously.

SUGGESTION

By observing the research that has been done, the writer tries to make several suggestions to be used as material for input for PT. Integrated Innovation focus as follows:

Organizational communication that runs at PT Fokus Inovasi Terpadu must be able to maximize internal communication, because if internal communication goes well, teamwork will increase.

The ranks of superiors at PT. Fokus Inovasi Terpadu must be able to find ways to increase motivation evenly to employees, so that employees are more enthusiastic and motivated in doing their duties and responsibilities in the company.

Employees of PT Fokus Inovasi Terpadu must further optimize performance in terms of completion of time that must be improved, so that the company's targets are achieved.

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