



## EFFECT OF COMMUNICATION ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION

By

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### ABSTRACT

The purpose of this study is to determine and analyze the effect of Communication on Employee Performance, Communication on Motivation, and Motivation on Employee Performance, and Communication on Performance Employees through Motivation at PT. Perkebunan Nusantara III (Persero) Medan. The sample conducted using *simple random sampling* and using the slovin formula in this study was 124 respondents who were employees at PT. Perkebunan Nusantara III (Persero) Medan. These results were collected through questionnaires, interviews, and documentation that were processed and analyzed using path analysis and classical assumption tests. The results of this study show that communication affects motivation, in PT. Perkebunan Nusantara III (Persero) Medan. Communication affects the performance of employees at PT. Perkebunan Nusantara III (Persero) Medan. Motivation has an effect but is not significant on employee performance at PT. Perkebunan Nusantara III (Persro) Medan. Communication to Employee Performance through Motivation is influential but not significant.

**Keywords: Communication Towards Employee Performance Through Motivation**

### A. Introduction

It is difficult to argue that the main strength in an organization, especially a corporate organization, lies precisely in the Human Resources (HR) that represents the organization. The more professional Human Resources who are in control or the *followers* who manage them, the vision and mission and goals of the company will be able to be achieved effectively, efficiently, and productively. That is why it is always necessary to have structured and continuous efforts of an enterprise organization. The goal is for all organizations involved in it to carry out their duties in their respective fields (Rismawati and Mattalata 2015, p. 5).

The employee's work is a part of the entire process of the work in question. The importance of a rational assessment of performance for employees and the organization in question. For employees, such assessments are beneficial in determining goals, paths and plans. For organizations, it is very important in making decisions such as the need for education and training programs,



recruitment, selection, placement and other aspects (Siagian 2012, p. 2012. 223-224).

In recent developments in which the world of information became very important in aspects of life. So communication is finally non-negotiable and becomes a very important part of complementing human life. The methods of facilities and devices have also developed so much so that now the world seems to have no boundaries anymore, humans can relate to each other with so easy and fast (Hermawan 2012, p. 5)

Communication is the most important thing and must occur between superiors and subordinates and fellow employees in a company. Good and effective communication can make the performance of their employees better, because basically as human resources who need something to be able to spur their desire to be able to work hard so that they are able to increase creativity and morale in accordance with the limits of each foreign ability (Srimiatun and Prihatinta 2017).

Motivation is the impetus to act on a series of processes of human behavior taking into account direction, insensitivity and perseverance on the achievement of goals. While the elements contained in motivation include elements of generation, directing, maintaining, showing insensitivity, being persistent and the existence of goals. While the elements contained in motivation include the elements of awakening, directing, maintaining, showing insensitivity, being continuous and the existence of goals. Work motivation is a complex combination of psychological forces in each person. Each individual has their own motivations that may be different (Wibowo 2015).

## **B. Method**

The types of research used are associative and quantitative. This Associative Research has the highest level compared to descriptive or comparative research. This type of research aims to find out the relationship between variables or more (Queen, 2016, p. 10). The type of research used is quantitative research. Quantitative is a method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out random, data collection using research instruments, quantitative / statistical data analysis with the aim of testing predetermined hypotheses (Sugiyono, 2016, p.13). In this study, the population in PT. Perkebunan Nusantara III (Persero) Medan has 775 employees. The researcher establishes the number of sample employees working in the PT. Nusantaraplantation ra III (Persero) Medan as many as 124 respondents. Sampling using *random sampling* and using the *Slovin* formula.

## **C. Research Finding**

### **Data Analysis**

Data analysis techniques are the process of systematically finding and compiling data obtained from the results of interviews, notes, fields, and documentation, by organizing data into categories, describing into units performing synthesis, compiling into patterns, choosing which ones are important and which will be studied, and making conclusions so that they are easily understood by yourself and

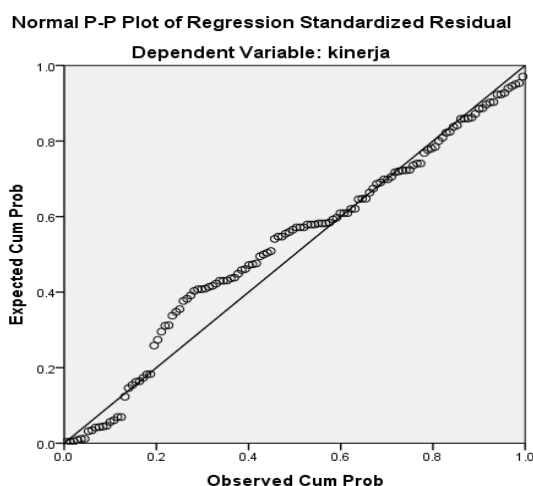
others (Sugiyono, 2016, p. 428). The data analysis techniques used in this study are as follows:

**Test of Classical Assumptions**

Testing Classical Assumptions simply aims to identify whether a regression model is a good model or not. There are several tests of classical assumptions that the writing used in this study are:

**Data Normality Test**

The data normality test is performed to see whether in the regression model, its dependent and independent variables have a normal distribution or not . A good regression model is a normal or near-normal distribution of data. The decision-making criterion is that if the data spreads around the diagonal line and follows the direction of the diagonal line then the regression model meets the assumption of normality (Juliandi , 2013, p. 174). Here is a normal picture of the P.P Plot of regression standardizedresidual below :



**Figure 1 Normality Test**  
**Sumber: SPSS 22.00**

Identify that the regression model has met the assumptions previously stated, so that the data in this study's regression model is normal.

**Multicollinearity Test**

Multicollinearity is used to test whether in the regression model there is a strong correlation between the independent variable and the dependent variable. The way to assess it is to look at the value of the variance inflation factor (*Variance Inflation Factor/vif*). The one used does not exceed 4 over 5 (Juliandi 2014, p. 161). The results of the multicollinearity test can be seen in the following table:

**Table 1. Multicollinearity Test**  
**Coefficients**

Type	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
I (Constant)					
Communication	.075	.082	.080	.999	1.001
Motivation	.166	.170	.169	.999	1.001

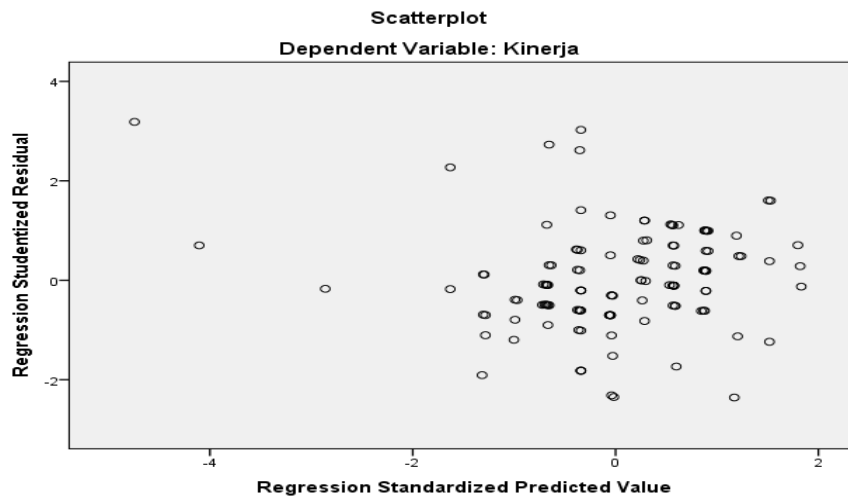
a. Dependent Employee Performance Variables  
Sumber : Data Processing Results, 2019

The two independent variables, namely communication and motivation, have a VIF value within the predetermined tolerance limit (not exceeding 4 or 5), so that there is no multicollinearity in the independent variables of this study.

### Heterochedasticity Test

This examiner has the aim of knowing whether in the regression model there is a dissimilarity of variants from the residual of one observation to another fixed observation, hence it is called homochedasticity otherwise if the variants are different then it is called heterochedasticity. The presence or absence of heterochedasticity can be known by means of scatterplot graphs between the predicted values of independent variables and their residual values, (Juliandi et al, 2015, p. 161).

The basis of the analysis that can be used to determine heterochedasticity is that if there is a certain pattern such as dots that form a certain regular pattern (wavy widens then narrows), then heterochedasticity has occurred, if there is no clear pattern such as dots spreading above and below the number 0 on the Y axis, then heterochedasticity does not occur.



**Figure 2. Heterochedasticity Test Results**  
**Source: SPSS 22.00**

The figure above shows the dots spreading randomly and not forming a clear and irregular pattern, and are scattered both above and below the number 0 on the y-axis. Thus "no heterochedasticity occurs" in this regression model.

### Path Analysis

Pathway analysis techniques are used if we are sure of dealing with problems that are dealing with problems related to causation. The goal is to explain the direct and indirect consequences in a variable way, as a causal variable against other variables that are effect variables (Juliandi, 2015, p. 168).

**Table 2. Standard value coefficients Communication to Motivation Coefficients<sup>a</sup>**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	45,802	2,224		20,595	,000
Motivation	,020	,055	,033	,370	,712

Dependent Variable: communication

From the standard coefficients above, it can be seen that the values of the regression coefficients are:

The coefficient X is  $P_1 = 0.033$

**Table.3 Communication Summary Model (X) to Motivation (Z) Model Summary**

Type	R	R Square	Adjusted R Square	d. Error of the Estimate
1	,033 <sup>a</sup>	,001	,007	4,93913

a. Predictors: (Constant), Communication

b. Dependent Variable : Motivation

Meanwhile, from the summary model table above, the adjusted R-Square value is 0.007, indicating that the contribution of the variance of the value of X affecting the variance of the Z value is 0.007, the remaining 99.961%. This value can be used to determine the value of the path coefficient with its residual being  $P \in_1 = \sqrt{1 - R^2} = \sqrt{1 - (0,039)} = 0,961$ .

**Table 4. Summary model communication, motivation, and employee performance**

Type	R	R Square	Adjusted R Square	d. Error of the Estimate
1	,185 <sup>a</sup>	,034	,018	2,87039

Predictors: (Constant), motivation, communication

a. Dependent : performance variable

Source : processed data, 2019

In knowing the magnitude of the influence between free variables on the bound variables analyzed, it can be seen from the summary model in table IV-42, namely on the value of R Square. The magnitude of the value of R Square ( $r^2$ ) is 0.034. Thus, it was concluded that the influence of communication, motivation on

employee performance was  $0.034 \times 100\% = 3.40\%$ , while the remaining 96.6% was influenced by other factors outside the model in this study. Meanwhile, in knowing the magnitude of the path coefficient on other variables in this study that can affect performance, it can be calculated with the following conditions:

$$R^2 = 0.034$$

$$r_2 = \sqrt{1 - 0,034} = 0,983$$

In the regression model on structural equation 2 to see whether or not it has an effect, a hypothesis test can be carried out by looking at the sig value or value in the ANOVA table stated in the table below:

**Table 5**  
**Communication ANOVA Model, Performance to Motivation**  
**ANOVA<sup>a</sup>**

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	35,884	2	17,942	2,178	,118 <sup>b</sup>
Residual	1013,417	123	8,239		
Total	1049,302	125			

a. Predictors: (Constant), communication, motivation

b. Dependent Variable: performance

source : processed data, 2019

The provisions in the hypothesis test are stated below:

H<sub>0</sub> : No effect of Communication (X), Motivation (Z) on employee performance (Y)

H<sub>a</sub> : There is an influence of Communication (X), Motivation (Z), on The Performance of m Employees(Y)

**Table 6. Standard Values of Communication Coeffisien, Motivation, to Employee**  
**Performance**  
**Coefficients<sup>a</sup>**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	52,176	4,445		11,739	,000
Communication	,078	,085	,081	,908	,366
Motivation	,100	,052	,169	1,908	,059

a. Dependent Variable: performance

Source : processed data, 2017

### **Direct effect**

The direct influence between free variables and bound variables in this study can be stated in the formulation below: The influence of communication variables (X) on motivation (Z), with a beta value of 0.366. The influence of

communication variables (X) on employee performance (Y), with a beta value of 0.366. The effect of motivation (Z) on employee performance (Y), with a beta value

Influence of Variables	Influence			The influence of silmutan
	Immediately	Indirect	Total	
Effect of X on Z	0,033	-	-	-
Influence (X) on (Y) through (Z)	0,81	0,055	0,022	-
The effect of Z on Y	1,69	-	-	-
$\epsilon_1$	0,983	-	-	-
$\epsilon_2$	0,034	-	-	-
Effect of X and Z on Y	-	-	-	0,185

of 0.169.

### **Indirect effect**

In determining the indirect influence between the variables studied, the following formulations are established:

the effect of communication (X) on employee performance (Y) through motivation (Z), with a beta value of  $0.366 \times 0.169 = 0.061$

### **Total effect**

In determining the total influence among the variables studied, the following formulations are established: The effect of communication (X) on employee performance (Y) through motivation (Z), with a beta value of  $0.366 + 0.055 = 0.421$ .

**Table 7**

Based on the overall results of the influence of causality among communication variables (X), employee performance (Y) on motivation (Z) as an intervening variable can be summarized as follows:

### **Appraisal**

The direct influence of communication (X) on motivation (Z) is -0.033.

The direct influence of motivation (Z) on employee performance (Y) is -1.69.

The direct effect of communication (X) on employee performance (Y) is -0.81.

The indirect effect of communication (X) on employee performance (Y) through motivation (Z) is  $-0.033 \times -1.69 = 0.055$

The effect of total communication (X) on employee performance (Y) through motivation (Z) is  $-0.033 + 0.055 = 0.022$ .

As for the influence of communication silmutan (X), motivation (Z) on employee performance (Y) is 0.185.

## **D. Discussion**

The test results of all variables can be concluded that not all free variables have an effect on bound variables, but in general this study showed quite





satisfactory results. This can be shown and the number of high approval responses from respondents.

### **The influence of Communication (X) on motivation (Z) at PT perkebunan Nusantara III (Persero) Medan**

The influence between the communication variables on motivation is indicated by a t value of -370 and a beta value of -0.33 and has no significant effect of 0.712 (sig. 0.712 > 0.05). Where the two variables affect one with the other. So that communication does not affect motivation. This result corresponds to the initial data when performing a preliminary risset, communication has a positive and significant effect on the performance of employees of the Central Sulawesi provincial education quality assurance institution.

### **The effect of communication (Z) on Motivation (Z) at PT Perkebunan Nusantara III (Persero) Medan.**

This study had an effecton Communication ant ara onMotivation which was shown a t value of -0.908 and a beta value of -0.081 with a significant 0.366 (Sig 0.366 < 0.05) so that communication partially did not have a significant effect on employee performance. This result is in accordance with the initial data when conducting a preliminary research, based on the results of the study shows the influence of internal communication on the work motivation of employees in the District health service Tasikmalaya. There is a positive and significant influence on employee motivation. (Paradise, 2015).

### **The Effect of Motivation (Z) on Employee Performance (Y) at PT. Perkebunan Nusantara III (Persero) Medan.**

The effect between Motivated to Employee Performance is indicated by a t value of -0.1908 and a beta value of -0.169 with a significant value of 0.059 (Sig. 0.059 > 0.05) so that motivation partially has no effect on employee performance. This result is in accordance with the initial data when conducting a preliminary research, this study states that motivation has a significant effect on employee performance and is the dominant variable that affects the performance. the results of this study state that work environment affects employee performance (Gardjito, 2014).

### **The Effect of Communication (X) and Motivation (Z) on Employee Performance (Y) at PT. Perkebunan Nusantara III (Persero) Mmedan.**

From the results of the research conducted, the connection between Communication and Employee Performance through Motivation is a negative effect with a total value of 0.022. Thus motivation does not become one unit with communication as an intermediary of communication, then indirectly communication cannot affect employee performance. This is in line with Research Purba (2016) that the effect of communication on motivation based on these tests together has a positive and significant effect on employee performance.





## **E. Conclusion**

From the test of communication variables, employee performance and motivation from research that has been carried out from the results that there is a negative influence between communication variables (X) on motivation variables (Z) in PT. Perkebunan Nusantara III (Persero) Medan. There is a negative influence between motivation variables (Z) on employee performance at PT. Perkebunan Nusantara III (Persero) Medan. And there is an indirect negative influence between communication variables (X) on employee performance (Y) through motivation (Z) at PT. Perkebunan Nusantara III (Persero) Medan.

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