



EFFECT OF COMMUNICATION AND MOTIVATION TO EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR PT. HEXINDO ADI PERKASA TBK

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Abstract

This study aims to determine the effect of communication and motivation on the performance of the organization simultaneously, to know the effect of communication on the performance of the organization partially, to know the influence of motivation on the performance of the organization partially, to know the influence of organizational citizenship behavior on the performance of the organization partially, organizational citizenship behavior and know the influence of motivation on organizational performance through organizational citizenship behavior variables. Research conducted on the organization of PT. Hexindo Adi Perkasa. The sampling technique used a random sample involving 78 employees in the organization. Data analysis using path analysis. Based on the data analysis known that the Variables Communication and Motivation affect the performance of the organization simultaneously. Communication variables affect the performance of the organization partially. Motivation variables affect the performance of the organization partially. The variable of organizational citizenship behavior has an effect on partial organizational performance. The effect of Communication on organizational performance is 0.513. The effect of Communication on performance through organizational citizenship behavior is $0.644 \times 0.848 = 0.5461$. In this case, the indirect effect is greater than the direct effect so that it can be said that the variable of organizational citizenship behavior as an intervening variable. The direct influence of motivation on organizational performance is 0.623. While the influence of motivation on organizational performance through organizational citizenship behavior is $0.773 \times 0.848 = 0.655$. In this case, the direct effect is smaller than the indirect effect so that it can be said that the variable of organizational citizenship behavior as an intervening variable.

Keywords: Communication, Motivation, Organizational Citizenship Behavior, Organizational Performance



I. INTRODUCTION

Organizational performance is a description of the work of the organization in achieving its goals which of course will be influenced by the resources owned by the organization. The resources in question can be physical such as human and non-physical resources such as regulations, information, and policies, so as to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that every public organization provides services to the public and can be measured its performance by using existing performance indicators to see whether the organization has done its job well and to know the goal has been achieved or not.

Organizational performance is strongly influenced by the input factors and management processes in the organization, then the effort to improve organizational performance is also closely related to the quality improvement of input factors and the quality of management processes within the organization. Analysis of the input conditions and administrative processes and management within the organization is an analysis of the internal conditions of the organization. In addition to these internal conditions, the external conditions of the organization also have a big role in influencing the performance of the organization. Assessment of these external conditions may be made in the analysis: (a) political, economic, social, technological, physical, and educational trends; (b) the roles played by parties that can be invited to collaborators and other competing parties, such as the private sector, and other institutions; and (c) the support of the parties to the resources such as taxpayers, insurance, etc. (Bryson, 1995 in Keban, 2001).

Communication, motivation and citizenship behavior organization predicted to affect the performance of the organization. The organizational citizenship behavior variable is indicated as an intervening variable, thus the independent variable is indicated to affect the performance of the organization through organizational citizenship behavior variables. The analysis needed to examine it is path analysis.

In the study Kibe (2014) states that communication impact on organizational performance. The study was conducted on companies in Kenya. The company under study is an authority in Kenya. In the study, Shonubi and Akintaro (2016) also stated a similar thing that effective

communication has an effect on organizational performance. This study was conducted on a company in Nigeria.

In relation to research on the theme of this motivation, some of the problems that exist in this organization are some of the things that make organizational goals have not been achieved, as some of these can be explained as follows:

1. Employee communication is not as expected
2. Motivation is not appropriate as expected.
3. The citizenship behavior of employee organization is not optimal
4. Organizational performance is not as expected

II. LITERATURE REVIEW

Communication

Broadly, Porter and Roberts define communication as a process by which people seek to provide understanding through message delivery by using symbols (Sentanu, 2000:127). This definition concerns three things: (a) communication concerning humans, that is how people relate to each other; (b) communication concerning the granting of meaning, so that the person concerned must have a similarity in the definition of the term used; (c) symbolic communication, such as hand gestures, letters, numbers, and words.

Formally defined, communication is an interpersonal process for sending and receiving symbols with messages in them. This process is the foundation for all interpersonal relationships. Through communication, people exchange and share information with each other; through communication, people influence each other's attitudes, behaviors, and understandings with each other. Communication, in that way and many other ways, is very important for the success of management. Effective communication is very important for managers for two reasons:

1. Communication is a necessary process to perform the functions of management functions.

Information should be communicated to managers as the basis for making plans, and then plans should be communicated to others to implement. Organizing requires communication with subordinates about the task/work. Direction requires managers to communicate with subordinates in order to provide motivation so that goals can be achieved. Supervision



requires communication of both written and oral reports. In short, the manager does not work in isolation but must perform its function with interaction and communication with other parties.

2. Communication is an activity that requires a lot of manager time.

Managers often make face-to-face communication or by phone with subordinates, peers, superiors, partners, or clients. Managers also write many, make letters, compile reports, or read memos, letters or reports sent to them.

Motivation

Motivation is also defined as a power of resources that drive and control human behavior. Motivation as an effort that can encourage someone to take the desired action, while the motive as a person's motive to do. The term motivation comes from the Latin word mover which means moving or moving. Because a person's behavior tends to be goal-oriented and driven by a desire to achieve a certain goal.

Motivation is the willingness of individuals to put out high efforts to achieve organizational goals (Robbins, 2004). In the context of work, motivation is an important factor in encouraging an employee to work. There are three key elements in motivation: effort, organization, and needs. Therefore, it requires the intensity and quality of the effort and focused on the goals of the organization. The effort is a measure of intensity. When a person is motivated then he will do his best to achieve goals, but not necessarily high effort will result in high employee job satisfaction. Needs are the internal conditions that give rise to a boost, where an insatiable need will create a tension that stimulates the drive from within the individual.

In essence, motivated employees are in a state of tension and try to reduce tension by expanding efforts. This drive generates search behavior to find a specific purpose. If it happens to meet the needs, then there will be a reduction of voltage. Employee motivation is no less important in contributing to the company. Motivation is the willingness to give more effort to achieve the goals of the organization, which is caused by the willingness to satisfy individual needs (Robbins, 1998).

With proper motivation, employees will be encouraged to do their utmost to do their job, believing that with the organization's success in achieving its goals and objectives, the personal interests of the members of the organization will be covered. With high motivation will create a commitment to what is his responsibility in completing every job (McNeese-Smith et al, 1993).

Organization Citizenship Behavior

Organizational citizenship behavior is a concept developed in the last two and a half decades. The organ says that the concept of organizational citizenship behavior originally developed by Barnard in 1938 as "the desire to work together", then there is the concept of organizational citizenship behavior, the behavior shown by employees in formal organizations. Usually, it is indicated through the job description that it is responsible so that the good and bad staff can be determined thoroughly by the job description. This is called role-behavior. However, to support successful tasks within the organization, employees are expected to work not in their respective tasks, but they are required to work extra roles more than their formal job descriptions (extra-role behaviors). This is called organizational citizenship behavior.

There are two categories of organizational citizenship behavior, O-organizational citizenship behavior (Organization) and citizenship of I-behavioral organizations (individuals). Citizenship O-behavioral organizations are behaviors that are generally beneficial to the organization, such as adherence to rules to maintain order, staying in office more than working hours. While citizens of the I-behavior organization are behaviors that directly benefit others, and indirectly benefit the organization, such as helping a friend who is unable to attend work and have personal attention for other professionals. Both behaviors can improve organizational functions and can run beyond the reach of a formal job description.

Organizational Performance

The term performance of raw can be interpreted as an assessment to know the ultimate goal to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure the level of achievement or policy groups and individuals. According to Keban (2004) performance is a translation of performance that is often interpreted as "appearance", "demonstration" or "achievement". This also agrees with



what Mangkunegara (2002: 67) says that the term performance comes from the word job performance or actual performance of job performance or achievement to be achieved.

According to Richard et al (2009) organizational performance is produced by organizations that include the outcome of financial performance such as profit measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. In addition, the return of shareholders is the return of shareholders and the economic growth of shareholders.

According to Swanson (in Keban, 2004: 193) Organizational performance is to question whether the purpose or mission of an organization has been in accordance with the reality of conditions or economic factors, politics, and culture that exists; whether its structure and policies support the desired performance; whether to have leadership, capital and infrastructure in achieving its mission; whether its policies, cultures and incentive systems support the achievement of desired performance; and whether the organization creates and maintains its selection and training policies, and its resources.

Organizational performance is a description of the work of the organization in achieving its goals which of course will be influenced by the resources owned by the organization. The resources in question can be physical such as human and non-physical resources such as regulations, information, and policies, so as to better

understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that every public organization provides services to the public and can be measured its performance by using existing performance indicators to see whether the organization has done its job well and to know the goal has been achieved or not.

Measuring organizational performance according to the concept of PBM SIG (The Performance-Based Management Special Interest Group) is by monitoring and reporting the program being run, and taking into account the objectives achieved. Performance is measured based on the process of activity on the program that is executed, the products produced, and services resulting from. The effectiveness of organizational performance achievement should be able to answer the question:

- a. How well the activities are carried out
- b. Achieving organizational goals
- c. Satisfaction of the consumers served
- d. The process must be controlled
- e. Organization development

III. RESEARCH METHODS

Research Design

This research uses explanatory analysis approach. The variables presented in the hypothesis will be observed by testing the causal relationship of the independent variable to the dependent variable. Relationships between variables can be described in the form of path analysis diagram (path analysis) as follows:

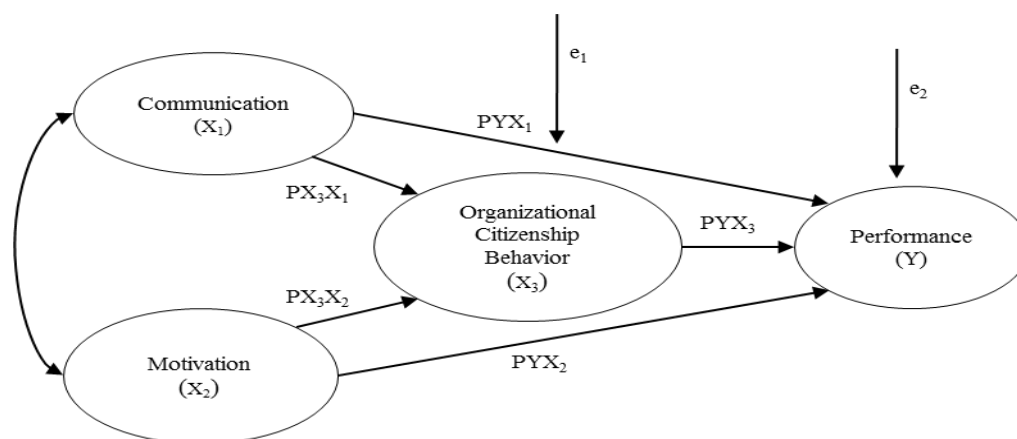


Figure 1. Path Analysis



Population and Sample

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2008). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2010). Samples used by the authors in this study are employees of PT. Hexindo Adi Perkasa Tbk.

The total number of employees is 78 people; the employee is entirely incorporated into the data analysis. Employees scattered in the functional parts of the organization such as the financial, marketing, human resources, and production. Sampling is included in sample stacking by using purposive sampling method. This sampling is a sampling in a unit of analysis with respect to the same characteristics in the sample. The overall sample taken in this part of the organization uses saturated sampling.

Data Collection Technique

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers took in the collection of data are:

a. Primary data

Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method do premise direct research on the object of research in question.

b. Secondary data

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding the literature of the book the work of authors who can answer the basic theory.

Data Processing Technique

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2008: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

1. Test Data Validity

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each scored item? The correlation coefficient used is Product Moment correlation coefficient.

2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but it is a range between several values, eg 0-10 or 0-100 or scales of 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach.

IV. RESULTS AND DISCUSSION

Validity and Reliability Test Results

Validity and reliability test for all variables Validity testing using factor analysis techniques, ie to test whether the item or indicator items used can confirm a factor or construct or variable. While the reliability test is a reliability test that aims to find out how far a measuring instrument can be trusted. Reliability test can be done by using coefficient Cronbach's alpha with a critical limit for reliable questionnaire value is 0, 60. (Sugiyono, 2008).

Table 1. Reliability Test Results

Reliability Statistics				
Factor	X ₁	X ₂	X ₃	Y
Cronbach's Alpha	0.650	0.819	0.666	0.667

Based on the Cronbach alpha reliability figures it appears that all existing statements form a reliable measure of communication, Motivation, citizenship behavior and Employee Performance form a reliable measure of each dimension.

Hypothesis Testing

Line Coefficient Calculation in Sub-Structures 1 and 2

In order to provide an overview of the results of the analysis that has been done, then the results obtained from the analysis of Path Analysis can be presented in the following table as follows:



Table 2 Recapitulation of Analysis Path Analysis Results

Equation	Coefficient	Test Significance of Variables (t-Statistic)	Test Model (F -statistic)	R ²
Substructure I	PX ₃ X ₁ = 0.644 PX ₃ X ₂ = 0.773	0, 022 0.033	0.003	0, 514
Substructure II	P YX ₁ = 0.513 P YX ₂ = 0.623 P YX ₃ = 0.848	0.0 21 0, 007 0, 005	0.001	0, 487

Based on the results presented above the meal can be described as follows:

$$X_3 = 0, 644 + 0,773$$

Substructure I

- The obtained value of R2 is 0, 514. This value means that communication and motivation toward citizenship behavior together are 51, 4 %, while the rest equal to 48, 6 % is influenced by other factors. In other words, the variable of citizenship behavior which can be explained by using the compensation and motivation variable is 41.3%, while the influence of 58.7% is caused by other variables outside the research model.
- Test of significance or testing by using F-test, that is by comparing the level of significance of the results of calculation with a significance level of 0.05 (5%). Based on a calculation of significant number that is equal to 0,003 < 0, 05 then Ho is rejected and H1 accepted. This means that there is a linear and significant relationship between communication and motivation to citizenship behavior. Thus, the above regression model is feasible and correct. The conclusion is that unity and citizenship communication jointly influence commitment.
- The value of significance for each variable is communication 0, 022 and motivation of 0, 03 3. If the value is compared with $\alpha = 0.05$ then the whole value of significance (sig) has a smaller value compared to 0.05. In other words, partially from two exogenous variables ie communication and motivation have a significant relationship to citizenship behavior.
- For the magnitude of influence of each variable exogen on the citizenship behavior can be seen the value of the beta variable. Where the beta value of communication and motivation variables is 0, 644 and 0, 773. Thus it can be seen the results of substructure I is as follows:

Substructure II

- The value of R2 is 0, 48 7. This value means that the influence of compensation, motivation, and commitment to performance together is 48, 7%, while the rest equal to 51, 3 % influenced by other factors. In other words, the performance variables that can be explained by using communication variables, motivation and citizenship behavior are 48,7 %, while the influence of 51, 3 % is caused by other variables outside the research model.
- Test of significance or testing by using F- test, that is by comparing the level of significance (sig) of the calculation results with a significance level of 0.05 (5%). Based on the calculation of significance that is 0.001<0.05 then Ho is rejected and H1 accepted. This means that there is a linear and significant relationship between communication, motivation and citizenship behavior toward performance. Thus, the above regression model is feasible and correct. The conclusion is that communication, motivation and civic behavior together affect performance.
- The significance value (sig) for each of the variables is the communication of 0.0 21; motivation of 0.0 07 and citizenship behavior of 0.05. If the value is compared with $\alpha =0.05$ then the three significance values (sig) of each exogenous variable have a smaller value compared to 0.05. In other words, partially from the three exogenous variables of communication, motivation and civic behavior have a linear and significant relationship to performance
- For the magnitude of influence of each variable exogen to the performance can be seen the value of the beta variable. Where the beta value of the communication, motivation



and behavioral variables of citizenship is 0,513; 0.623 and 0.848. Thus it can be seen the results of substructure II is as follows:

$$Y = 0.513 + 0.623 + 0.848$$

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

Variables Communication and Motivation affect the performance of the organization simultaneously. The value of F arithmetic is 49.840 and the significance is 0.00. This value is less than 0.05. The r square value of 57.1% means the communication and motivation variables affect the organizational performance of 57.1% while the rest is influenced by other variables that are not included into the equation model.

Communication variables affect the performance of the organization partially. The value of t is 5.206. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.263. This means the influence of the communication variable on the performance of 26.3% and the rest is influenced by other variables that are not included into the equation model.

Motivation variables affect the performance of the organization partially. The value of t is 6.939. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.388. This means that the influence of the Motivation variable on the organization's performance is 38.8% and the rest is influenced by other variables that are not included in the equation model.

The variable of organizational citizenship behavior has an effect on partial organizational performance. The value of t is 13.970. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.720. This means that the influence of organizational citizenship behavior variable on organizational

performance is 72.0% and the rest is influenced by other variables not included in equation model.

The effect of Communication on organizational performance is 0.513. The effect of Communication on performance through organizational citizenship behavior is $0.644 \times 0,848 = 0.5461$. In this case the indirect effect is greater than the direct effect so that it can be said that the variable of organizational citizenship behavior as intervening variable.

The direct influence of motivation on organizational performance is 0.623. While the influence of motivation on organizational performance through organizational citizenship behavior is $0.773 \times 0,848 = 0.655$. In this case the direct effect is smaller than the indirect effect so that it can be said that the variable of organizational citizenship behavior as intervening variable.

Suggestion

Organizational performance needs to be improved through improved communication, motivation and citizenship behavior of employee organizations. Communication is enhanced by understanding the importance of delivery through communication, communication is done by providing an understanding of the message conveyed, communication using symbols or languages that are relevant and understood by employees and communicate effectively.

In addition, motivation must also be enhanced by assuring that employees are the most important resource in the organization, the company provides an opportunity for employees to convey ideas, establish employment relationships and improve employee work.

Organization citizenship behavior should also be enhanced by increasing volunteer action to help co-workers, doing the job with persistence, acknowledging error and trying to correct the mistakes and improve civilization for employees in the workplace.

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