THE EFFECT OF WORK COMMUNICATION, MOTIVATION AND DISCIPLINE ON EMPLOYEE PERFORMANCE PT. SEVEN SURABAYA JAYA IN SIDOARJO

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ABSTRACT

This study aims to determine the effect of communication variables, motivation and work discipline, on employee performance variables of PT. Seven Surabaya Jaya in Sidoarjo, partially or simultaneously. The method used is quantitative and data obtained from this study from the distribution of questionnaires given to 52 employees, which are then analyzed using multiple linear regression analysis that is processed with SPSS version 26. The results of the F test indicate that the variables of communication, motivation and discipline work has a significant effect on employee performance jointly or simultaneously. While the results of the t test show that the variables of communication, motivation and work discipline affect the performance of employees individually or partially. From the results of this study it is recommended that companies pay more attention to communication between employees, pay more attention to providing motivation to employees and remind employees about the regulations in the company.

Keywords: Communication, Motivation, Work Discipline and Employee Performance.

INTRODUCTION

Human resources is one part that plays an important role in a company, with good performance results from its employees, the goals of a company will be achieved in accordance with what has been formulated. In an organization, not all performance produced by employees gets good results, because the level of performance of each employee is different, and every employee has their own way to improve their performance. Many problems affect the level of one's performance, one of the problems that is often experienced by companies is a misunderstanding in the delivery of information or lack of communication between employees.

Problems in communication are often considered trivial, but in fact the role of communication in a company is very important. From several notions of communication, (Bangun, 2012) defines that communication is the process of delivering information from the sender to the receiver by using various effective media so that the message can be clearly and easily understood by the recipient of the message.

As biological creatures, humans are driven by the need to maintain their lives such as eating, drinking, clothing and housing as well as requiring good social status. Because of that in human actions are driven by demands to meet the needs

of the status. Anwar Prabu Mangkunegara (Mangkunegara, 2016) concluded that there was a positive relationship between achievement motivation and performance achievement. That is, leaders, managers and employees who have high achievement motivation will achieve high performance, and conversely those with low performance are due to low work motivation. Motivation means a condition that encourages or becomes the cause of someone doing an action / activity, which takes place consciously.

To improve and maintain the quality of human resources, company regulations are needed. Regularity is the main characteristic of the organization and discipline is one method of maintaining that order. The main objective of the discipline is to increase efficiency as much as possible by preventing waste of time and energy. Work discipline is needed to support the smooth running of all organizational activities so that organizational goals can be achieved optimally. According to (Sutrisno, 2009a)

"Discipline and discipline can be a role model for others. If the work environment is all disciplined, then the employee will participate in discipline, but if the work environment of the organization is not disciplined, then an employee will also be undisciplined. For this reason it is very difficult for an undisciplined work environment but wants to apply employee discipline, because the work environment will be a role model for employees ".

PT. Seven Surabaya Jaya is the sole distributor of SEVEN Aluminum Composite Panel in Indonesia, located in Gedangan, Sidoarjo. Its quality-proven products with the support of a professional management system make SEVEN ACP a fairly calculated brand in the national construction field. Being the sole distributor of Seven ACP in Indonesia is not easy, it is not only the quality of the product that must be maintained, but in terms of the company's HR it must also be considered.

From the results of a brief interview with several employees of PT. Seven Surabaya Jaya, it was said that the role of this communication is very much needed in PT. Seven Surabaya Jaya, because in doing their work between one employee and another employee are interconnected and in one team, good communication is needed. However, sometimes in this company there is still a miscommunication, for example if there is one employee who records the wrong order, then the wrong order is forwarded to the admin section to print the invoice. Finally, the printed invoice does not match the customer's request. Not only that, miss-communication between the admin and the warehouse also sometimes occurs, for example from the admin giving wrong information about incoming and outgoing goods, the result is that the stock recorded by the admin and the warehouse is not appropriate.

Motivation or encouragement from within yourself is also needed so that employees can be responsible for their respective duties. From the results of a brief interview with several employees of PT .even Surabaya Jaya, it was said that this motivation was formed from within oneself. If the motivation of an employee to work is to work only to make money, then the results of the performance will be sober. But if the motivation of an employee to work is to progress the company, the resulting performance results can be maximized. One example is the part of the carrier tasked with delivering invoices every day, because the motivation to work

is only to receive a salary every month. So the result when he did his job, he did not do it right because apparently there were still some invoices that were not sent.

In addition to communication and motivation, work discipline at the company is also needed, this was stated by several employees when interviewed. For example there are certain section employees who do not do their work during working hours. Work discipline in the company can affect job satisfaction thereby increasing employee performance, in addition it also requires good communication in the company and motivation so that every employee is encouraged to take responsibility for their duties.

LITERATURE REVIEW
Communication
According to (Robbins & Judge, 2008) communication is the transfer (transfer) of meaning among members of a company, because no group can exist without communication. Meanwhile, according to (Davis, 2008), communication is a way of conveying ideas, facts, thoughts and values to others. Based on the understanding of the experts above, the authors conclude that communication is a transfer (transfer) of meaning between humans that is not dependent on technology, but the strength within oneself to find ways to convey ideas, facts, thoughts and values so that it is easily understood by others.

Internal communication can be classified into two types as described by (Ardianto, 2011) as follows:
1. Personal Communication
   a. Communication Face to Face
      Communication takes place Dialogic while looking at each other so that it personal contacts.
   b. Personal Media
      Communication using a device, such as a telephone or memorandum, because this communication uses a device, there is no personal contact between the two people.
2. Group Communication
   a. Small Group Communication
      Communication between a manager and a group of employees who might have an opportunity for one of the employees who gave a verbal response.
   b. Larger Group Communication
      Communication with a large number of members, in a communication situation there is almost no opportunity to give a verbal response. In another sense this communication is very unlikely for communicators to dialogue with communicants.

While according to (Mangkunegara, 2003: 148-150) there are two reviews of factors that influence communication, namely:
1. Factors from the sender or communicator, namely skills, attitudes, knowledge sender, channel media used.
2. Factors on the receiver, namely skills receiver, receiver attitudes, knowledge receiver, and communication channel media.

According to Daryanto (2011: 167-168) in (Ginting, 2018) the benefits of communication include:
1. Delivering information (to inform)
2. Educate (to educate)
3. Persuade (to persuade)
4. Entertaining (to entertain)

So the main purpose of communication is to build or create mutual understanding or understanding.

Motivation

Motivation comes from motive or with the Latin preface, namely movere, which means "exert". Martoyo in (Elqornys, 2008)motive or encouragement is an encouragement that becomes the base of someone doing something or working. A person who is highly motivated, that is someone who carries out substantial effort, to support the goals of the production of his work unit, and the organization in which he works. Someone who is not motivated, only gives a minimum effort in terms of work. The concept of motivation, is an important concept of the study of individual performance.

According to (Luthans, 2006), there are three categories of motivation or motives, namely:
1. Primary Motives
   Two criteria must be met so that motives can be included in the primary classification, namely: motives must not be studied; and also the motive must be physiologically based. With this definition, the most commonly known primary motives are hunger, thirst, sleep, avoidance of pain, sex, and maternal (maternal) attention.
2. General Motives
   Motives seem necessary because of the area between primary and secondary motives. In order to enter into the general classification, a motive must not be studied, but not based on physiology. While primary needs reduce stimulation, a general need is actually needed for someone to increase some stimulation.
3. Secondary Motives
   A motive must be studied in order to be included in the secondary classification. Various important motives that fall into these criteria are the motive for power, achievement / achievement motives, affiliation motives, security motives, and status motives.

It is felt that employee motivation needs to be provided by following the elements that have been determined to achieve maximum employee productivity. The elements of motivation According to Sagir in (Ningrum, 2017) suggests the elements driving motivation, among others:
1. Performance (Achievement)
2. Award (Recognition)
3. Challenge (Challenge)
4. Responsibility (Responsibility)

5. Development (Development)
6. Order (Involvement)
7. Opportunity (Opportunity)

Work Discipline

In (Ginting, 2018) Mangkunegara quoted Keith Davis as elaborating: "Discipline is management action to enforce organization standards" so that work discipline can be interpreted as the implementation of management to reinforce organizational guidelines.

According to (Sutrisno, 2009) factors that influence employee discipline are:

1. The size of the compensation.
2. There is no exemplary leadership in the company.
3. There are no definite rules that can be used as a handle.
4 Courage of the leader in taking action.
5 The presence or absence of leadership supervision.
6 There is no concern for employees.
7 Created habits that support the establishment of discipline.

According to (Sutrisno, 2009) the benefits of work discipline can be seen for the interests of the organization and employees. For organizations the existence of work discipline will guarantee the maintenance of discipline and the smooth execution of tasks, so that optimal results are obtained. As for employees, a pleasant working atmosphere will be obtained so that it will increase morale in carrying out their work.

According to (Sutrisno, 2009) stated that the main purpose of the discipline is to increase efficiency as much as possible by preventing waste of time and energy According to (Sinambela, 2012) the main purpose of disciplinary action is to ensure that employee behavior is rules drawn up by the organization are guidelines for achieving organizational goals. When a rule is broken, the effectiveness of the organization decreases to a work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

There are several factors that affect employee performance according to (Mangkunegara, 2016), namely:

1. Ability factors

Psychologically the ability of employees consists of the ability [potential and ability of reality (education), therefore employees need to be placed in jobs that match their expertise

2. Motivation factors

Motivation is formed from the attitude (attitude) of an employee in facing the situation (situation) work, motivation is a condition that moves the employee's self-directed to achieve a goal in the organization (work goals).

According to Alwi in (Octorano, 2015) theoretically the purpose of the evaluation is categorized as an evaluation and development, which for the evaluation, the assessor must complete:

a. The results of the assessment are used as a basis for compensation
b. The results of the assessment are used as staffing decisions

c. The assessment results are used as a basis for evaluating the selection system.

As for development, the assessor must complete the real achievements of the individual, and individual

weaknesses that impede performance, and achievements that still need to be developed.

RESEARCH HYPOTHESIS

The proposed hypothesis is as follows:

H1: It is suspected that communication has a partial effect on the performance of the employees of PT. Seven Surabaya Jaya.

H2: It is suspected that motivation has a partial effect on the performance of the employees of PT. Seven Surabaya Jaya.

H3: It is suspected that work discipline has a partial effect

on the performance of the employees of PT. Seven Surabaya Jaya.

METHODS

This research uses quantitative research methods. Quantitative approach is a way of looking at research from the aspect of the quantity of data. According to (Sugiyono, 2015) quantitative research methods are research methods based on the philosophy of positivism, used in researching samples and research manipulation, generally sampling techniques are carried out by random sampling, while data collection is done by utilizing the research instruments used, analysis of the data used is quantitative / can be measured with the aim to test the hypothesis set previously.

Research Objects

The research objects that the authors examined were Communication (X1), Motivation (X2), Work Discipline (X3) and Employee Performance (Y). With the population and sample as follows:

1. Population

According to (Sugiyono, 2011), Population is a generalization area consisting of: objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. In this study the population is 52 employees of PT. Seven Surabaya Jaya in Sidoarjo.

2. Samples

According to (Sugiyono, 2015) the sample is part of the number and characteristics possessed by the population. In this study, researchers used a Nonprobability sampling technique with saturated sampling type. Saturated sampling is a sampling technique when all members of the population are used as samples. So, the samples used in this study were 52 employees of PT.Seven Surabaya Jaya in Sidoarjo.

In this study, research with ordinal data type is used. Ordinal Data is data that comes from an object or category that has been arranged in stages according to magnitude. Each ordinal data has a certain level that can be sorted from the lowest to the highest or vice versa.

And for the analyst technique used is Multiple Linear Analysis.

According to Abdul Muhid (2012: 132) in (Ningrum, 2017), Multiple Linear Regression is an estimate of the magnitude of the coefficients generated by a linear equation, involving two or more variables (variables independent independent), to be used as a large prediction tool dependent variable value(dependent).

This analysis aims to find a relationship and prove the hypothesis that these three variables are acceptable. In this thesis there are four variables namely Communication (X1), Motivation (X2), Work discipline (X3) and Employee performance (Y) Multiple linear regression formula as follows:

$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

Description:
Y = Performance a = Constant
X1 = Communication
X2= Motivation
X3= Work Discipline
b1= Regression Coefficient of Communication (X1)
b2= Regression Coefficient of Motivation (X2)
b3= Regression Coefficient of Work Discipline
(X3)
e = Standard Error

RESULTS AND DISCUSSION

Validity Test Results

Based on the results of table 1, it can be seen that all items that measure Communication (X1), Motivation (X2), Work Discipline (X3) and Employee Performance (Y) is valid because the value of count is greater than the value of r table of 0.279.

Table 1.Test Validity

Variabel	Indikator	*Total pearson correlation*	r table	Ket.
Communication (X₁)	X1.1	0,685	0,279	Valid
	X1.2	0,501	0,279	Valid
	X1.3	0,834	0,279	Valid
Motivat ion (X₂)	X2.1	0,781	0,279	Valid
	X2.2	0,860	0,279	Valid Valid
	X2.3	0,895	0,279	Valid Valid Valid
	X2.4	0,828	0,279	
	X2.5	0,803	0,279	
	X2.6	0,655	0,279	

Work Discipli ne (X₃)	X3.1	0,815	0,279	Valid
	X3.2	0,815	0,279	Valid Valid Valid
	X3.3	0,738	0,279	
	X3.4	0,748	0,279	
Employ ee Perform ance (Y)	Y1.1	0,946	0,279	Valid
	Y1.2	0,775	0,279	Valid Valid Valid Valid
	Y1.3	0,772	0,279	
	Y1.4	0,858	0,279	
	Y1.5	0,546	0,279	

Reliability Test Results

Table 2. Results of Test Reliability

Variable	*Cronbach Alpha*	Ket.
X_1	0.859	Reliable
X_2	0.890	Reliable
X_3	0.782	Reliable
Y	0.731	Reliable

Normality Test Results

Figure 1. P Plot Normality Test Results
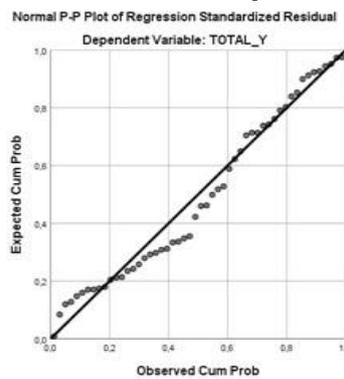
Figure 2. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,20587501
Most Extreme Differences	Absolute	,091
	Positive	,091
	Negative	-,066
Test Statistic		,091
Asymp. Sig. (2-tailed)		,200

a. Test distribution is Normal.

b. Calculated from data.

The results of the normal plot graph (figure 1) can be seen along the 45 line, whereas from the Kolmogorov- Smirnov significance value on Asymp. Significance (figure 2) is known that the resulting figure is greater than 5% (0.05) which is equal to 0.200 so it can be concluded that the data is normally distributed, so it can be used in research.

Heteroscedasticity Test Results
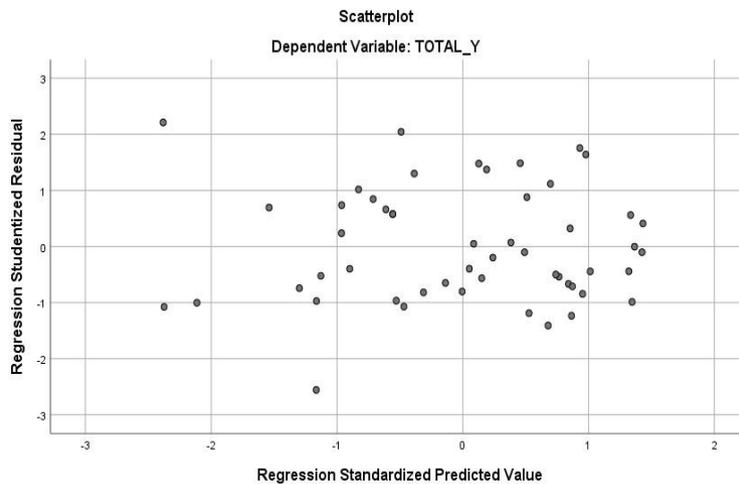Figure 3. Heteroscedasticity Test Results

Figure 4. Glejser Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,498	,691		5,063	,000
	TOTAL_X1	-,013	,080	-,032	-,159	,874
	TOTAL_X2	-,003	,052	-,015	-,065	,948
	TOTAL_X3	-,099	,074	-,320	-1,335	,188

a. Dependent Variable: Abs_Res

Based on (Figure 3) scatter plot graphs show that the data are scattered above and below the number 0 (zero) on the Y axis and there is no clear pattern on the spread of the data. While based on the Glejser Test Results (Figure 4) the results show that sig> 0.05, which means that there is no heteroscedasticity problem.

Multicollinearity Test Results

Based on table 3 above it appears that there is no multicollinearity problem in this study. This is evident in the value tolerance of each independent variable greater than 0.10. VIF calculation results also show that the VIF value of each independent variable is less than 10. Then this means that in this regression equation there is no correlation between independent or multicollinearity independent variables, so that all independent variables (X) can be used in research.

Table 3.Multicollinearity Test Results

Variabel	Collinearity Statistics		Keterangan
	Tolerance	VIF	
Komunikasi (X₁)	0,980	1,020	Non Multikolinearitas
Motivasi (X₂)	0,657	1,521	Non Multikolinearitas
Disiplin Kerja (X₃)	0,654	1,529	Non Multikolinearitas

Results of Multiple Linear Regression Analysis
To determine the effect of variable Communications(X1),motivation(X2),Work Discipline (X3)and Employee Performance (Y), then used a multiple linear regression analysis. Multiple linear regression is used for a dependent variable and more than one independent variable. Data calculation is performed using the Statistical Program of Social Science (SPSS) for Windows. The results of multiple linear regression analysis test can be seen in Figure 5.
From the table above can be used to construct models of multiple linear regression equation as follows:

Y = 9.055 + (-0.359) X1 + 0,441X20,259X+3+ e

Figure 5. Analysis of Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9,055	2,172		4,168	,000
	TOTAL_X1	-,359	,136	-,202	-2,636	,011
	TOTAL_X2	,441	,063	,652	6,974	,000
	TOTAL_X3	,259	,110	,220	2,745	,023

a. Dependent Variable: TOTAL Y

From the regression equation it can be seen that:
1. 9.055 constant, this shows that if Communication (X1), Motivation X2), and Work Discipline (X3) = 0 or no, then employee performance (Y) of 9,055.
2. b. The regression coefficient for the Communication variable (X1) is -0,359. The negative coefficient indicates that the variable X1 has a non-directional relationship with employee performance (Y). This means that each increase in Communication (X1) increases by one-unit scale has a decreasing impact on employee performance (Y).
3. The regression coefficient for the Motivation variable (X2) is 0.441. Positive coefficient indicates that the variable X2 has a direct relationship with employee performance (Y). This means that if Motivation (X2) increases by one unit, it will be followed by an increase in Employee Performance (Y) by 0.441 assuming the other independent variables are in a constant state.
4. The regression coefficient for variable working Discipline (X3)equal to 0.259. The positive coefficient indicates that the variable X3 has a direct relationship with employee performance (Y). This means that if the work discipline (X3) increases by one unit, it will be followed by an increase in employee performance (Y) by 0.259 assuming the other independent variables are in a constant state.

Coefficient of Double Determination (R Square)
Figure 6. Multiple Determination Coefficient (R Square)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,851ᵃ	,724	,707	2,037

a. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2

From the results of data analysis above it can be seen that the coefficient of multiple determination or R Square is 0.707. This means that the contribution of independent variables namely Communications(X1),motivation (X2) and the Discipline of work (X3) together amounted to 70.7% of the dependent variable . Performance remaining 29.3% is influenced by variables that were not examined in this study.

1. Effect of Communication (X1) on employee performance.
Based on the t test results it is known that Communication (X1) has a significant effect on employee performance (Y). Known t-count of -2,636 with sig 0.011 is smaller than 0.05 then H0 is rejected and Ha is accepted meaning that Communication (X1) has a partially significant effect on employee performance (Y).
This shows that if there is a change in communication it will cause a change in employee performance, because the results of t arithmetic in table 15 shows the communication variable is negative, then the change in communication to employee performance will be opposite direction, ie if communication has increased it will cause a decrease in Employee performance. Or vice versa if motivation has decreased it will cause an increase in employee performance. From the results of these studies the researchers readjust the results of the study with what happened at the study site. This happens because in this company, there are some employees who still consider the communication in question is negative communication (gossiping, calamity, etc.), so they think the more they communicate, their performance will decrease and they feel that it is enough to communicate as needed with fellow colleagues. it works.
These results support previous research, in the journal (Friska Purnamasari Sihombing, 2016) said that H0 is rejected, meaning that influential communication ha significantto employees performance at Café Coffee Massa Koktong LIM MING Pematang siantar.

2. Effect of Motivation (X2) on employee performance Based on the resultswof testtdiketahui that motivation (X2)has ai a significant influencekon employee performance (Y). Known t value of 6.974 with sig 0.000 less than 0.05 then H0 is rejected and Ha accepted means that Motivation (X2) has a partially significant effect on
employee performance (Y).

This shows that if there is a change in motivation it will cause changes to employee performance, with the same direction that is if motivation has increased it will cause an increase in employee performance. Or vice versa if the employee's performance has decreased it will cause a decrease in motivation.

These results support previous studies (Ningrum,
2017) which statesmthat motivation (X1) has yanggsignifikan effect on morale (Y).

3. Effect of Work Discipline (X3) on Employee
Performance

Based on the test results it is known that Work Discipline (X3) has a significant effect on employee performance (Y). Unknown thitung 2,745dengan sig value 0,023 smaller thanm,0.05 H0 is rejected and Ha accepted means that the work Discipline(X3)partially significant effect on employee performance (Y).

This shows that if there is a change in the work discipline it will cause a change in the performance of employees, with the same direction that is if the work discipline has increased it will cause an increase in employee performance. Or vice versa if the employee's performance has decreased it will cause a decrease in work discipline.

These results support previous research (Octorano,
2015), concluded that discipline affects the performance of employees, so the higher the level of discipline, the
performance will increase.

4. Effect of Communication (X1), Motivation (X2), and Work Discipline (X3) on Employee Performance Simultaneously

Based on the results of the f test it is known that Communication (X1), Motivation (X2), Work Disciplinek(X3) has a significant effect on employee performance (Y).jIf the value of sig <0.05 or F arithmetic> F table then there is the effect of variable Xwsimultaneouslyon variable Y.

Based on the F Test Results above (Table 14) shows that the significance value ofw is0,000 <0.05 or 5% and
41.979 F count> F table 2,79 which mean (X1), motivation (X2), working Discipline (X3) have misignificant influence on employee performance (Y) and influence simultaneously. These results support previous research (ANTAYENIA, 2015) concluded that Ho was rejected, meaning that Communication (X1), Motivation (X2), and Work Discipline (X3) affect Employee performance.

CONCLUSIONS AND SUGGESTIONS
Conclusions

Based on the results of data analysis in this study conclusions can be drawn as follows:

1. Based on the partial t-test results, the results show that communication has a significant effect on the performance of employees of PT. Seven Surabaya Jaya in Sidoarjo.

2. Based on the partial t test results, it was found that Motivation had a significant effect on the performance of the employees of PT. Seven Surabaya Jaya in Sidoarjo.
3. Based on the partial t-test results, the results show that work discipline has a significant effect on the performance of employees of PT. Seven Surabaya Jaya in Sidoarjo.
4. Based on the results of the f test simultaneously, the results obtained that Communication, Motivation and Discipline work significantly influence the performance of employees of PT. Seven Surabaya Jaya in Sidoarjo.

Suggestion
1. Companies or management are advised to pay more attention to communication between employees, both superiors and subordinates and between other divisions. And to remind again that what is meant by improving communication for performance is positive communication not negative communication, one of the ways that can be done by holding briefing or sharing in the morning so that employees can feel more open with their colleagues.
2. Companies are advised to pay more attention to providing motivation to employees such as giving awards and recognition of employees who excel so that it can improve employee performance.
3. Companies must always remind the rules - regulations that exist in the company to his subordinates with the aim of fostering work discipline within employees.
4. For further research the authors hope for further research to further develop this research by using other variables outside the variables in this study.

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