

**EFFECT OF COMMUNICATION, MOTIVATION AND WORK COMPETENCY
ON EMPLOYEE PERFORMANCE**

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Abstract

Purpose: This study was to determine the effect of communication, motivation and work competency on employee performance.

Research Methodology: This research is a quantitative research with regression. This study uses a quantitative approach to see the causal relationship of several factors that influence performance. The population is the object and subject that meet certain criteria related to the problem of a study. The population in this study were all employees of class II Bandung port health office as many as 66 employees.

Results: From the calculation results, the calculated F value is 13,438 and the significance is 0.000. Based on the criteria for the F TEST test results, it shows that $F_{count}(13,438) > F_{table}(2,76)$ and the value of Sig (0,000) < 0,05 means that there is an influence between Communication Variables (X_1), Motivation (X_2) and Competence Work (X_3) has a joint (simultaneous) effect on the performance variable (Y). From the results of the analysis of determination (R Square (R^2)) shows the coefficient of determination (KD). R^2 value of 0.394 means that the percentage of the contribution of the influence of the Communication variable (X_1), motivation (X_2) and Work Competence (X_3) Simultaneously to the Performance variable (Y) is 39.4%. While 60.6% is influenced by other factors.

Limitations: The population in this study are all class II Bandung port health office employees, in the future it is hoped that it can be applied in other sectors

Contribution: Although the influence of the independent variable on the dependent variable is included in the Less classification. According to the author's suggestion, it should be further improved, especially in terms of communication skills, then the motivation that must be increased and no less important is the Work Competence of the employees themselves, so this will have an impact on increasing employee performance. This will improve health services.

Keywords: *Communication, Motivation, Compensation and Performance*

1. INTRODUCTION

Employee performance includes the quality of employee work, quantity of employee work, time used by employees to work and cooperation between employees. Performance is a result of work achieved by employees in accordance with their responsibilities, this is what triggers the Class II Bandung Port Health Office employees to carry out their main tasks and functions properly.

To meet these challenges, it requires the ability of employees, a work appraisal system that can only increase motivation, work competence and communication both for the individual himself and for the needs of the organization.

Competence is indispensable in every human resource process. The more competencies that are considered in the organization, the more good organizational performance will be. Motivation is also needed because it can encourage performance. Performance is the result or achievement of the capabilities and goals that have been achieved. Good performance is certainly highly expected in every company or cooperative. because it can provide added value to the cooperative or the company itself. According to Wibowo (2014:3), performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests. Everyone who works is expected to achieve high performance, performance as a result of the activities of the elements of ability that can be measured and standardized.

Moehariono (2014:126) states that the success of performance is highly dependent and determined by several aspects in carrying out the work, including clarity of roles, level of competence, environmental conditions, and other factors such as values, culture, preferences, rewards and recognition.

The results of the survey on the achievement of work results, the ability to complete the task is still low. The speed in working is still low, this can be seen in the work being completed not completely, allowing the work to pile up on the desk, and not trying to get the work to contribute to the office. Cooperation between co-workers, such as discussing, respecting each other's opinions and being cooperative with superiors or other employees in completing tasks is still low. Initiatives in completing tasks and utilizing rest hours as effectively and efficiently as possible have not been implemented properly. Employees have not prioritized achieving office goals. The motivation of employees in the Health Office environment for task awareness is still low. Initial observations made by researchers, low morale, seriousness, initiative to improve quality and work failure. Employees' expectations of appropriate assignments, education and training as well as fairness in awarding awards from the office are still minimal. The ability of employees is still low in completing, improving and selecting tasks in a timely and consistent manner. Employee job satisfaction is still low, working according to procedures, salaries are not in accordance with the planned targets. The attitudes of employees such as self-confidence, satisfaction and love of work have not been fully embedded in the employees in the Health Office environment. All of these phenomena can be seen in the outputs produced.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Performance

The term performance comes from the word Job Performance or Actual Performance, namely work performance or actual achievements achieved by someone. According to the Big Indonesian Dictionary, an employee is defined as a person who works in an institution (office, company, etc.) by receiving a salary or wages. According to Mangkunegara (2013: 67) Performance is the result of quality work achieved by a person in carrying out his functions in accordance with the responsibilities given to him. To measure performance according to Wilson Bangun in Osi Istifari (2016:62), there are dimensions and performance indicators as follows:

1) Number of jobs

This dimension shows the amount of work produced by individuals or groups as requirements that become job standards. Each job has different requirements so that it requires employees to meet these requirements, both the appropriate knowledge, skills, and abilities. Based on the job requirements, it can be seen the number of employees needed to be able to do it or each employee can work on several work units.

2) Quality of work

Every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job. Every job has certain quality standards that must be adjusted by employees to be able to do it according to the provisions. Employees have good performance if they can do work according to the quality requirements demanded by the job.

3) Punctuality

Each job has different characteristics, for certain types of work must be completed on time, because it has dependence on other jobs. So if the work in a certain section is not completed on time, it will hamper the work of other sections, thus affecting the amount and quality of the work. Similarly, a job must be completed on time due to the time limit of customer orders and the use of production results. Customers have ordered products up to a certain time limit. To meet these demands, the company must produce them on time. A certain type of product can only be used until a certain time limit, this demands that it be completed on time, because it will affect its use. In this dimension, employees are required to complete work on time.

4) Presence

A certain type of work requires the presence of employees in doing it according to the specified time. There are types of jobs that require employees to be present for eight hours a day for five days a week. Employee performance is determined by the level of employee attendance in doing it.

5) Cooperation ability

Not all work can be completed by one employee alone. For certain types of work may have to be completed by two or more employees, thus requiring cooperation between employees is needed. Employee performance can be assessed from their ability to cooperate with other co-workers.

Hypotheses are basically proportions or assumptions that may be true, and are often used as the basis for making decisions or problems or for further research. According to Sugiyono (2015) the hypothesis is a temporary answer to the research problem formulation, therefore the research problem formulation is usually arranged in the form of a question sentence. It is said to be temporary because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection.

2.2 Competence

Competence includes various technical and non-technical factors, personality and behavior, soft skills and hard skills, then widely used as an aspect that is assessed by many companies to recruit employees into the organization. According to Sedarmayanti in Satrio Dedy Susanto (2017:9) concludes that competence is as follows:

1. In a broad concept, it includes the ability to transfer skills and abilities to new situations in the work area. Concerning the organization and planning of work, innovation, and coping with routine activities, the qualities of exceptional effectiveness required in the workplace relate to coworkers, managers and customers.
2. Ability and willingness to do the task.
3. Behavioral dimensions that affect performance.
4. Any individual characteristics that can be calculated and measured consistently, can be proven to significantly distinguish between effective and ineffective performance.
5. Basic skills and quality of performance are required to do a good job.
6. Any provable talents, traits and skills of the individual. Competence is generally defined as skills, skills, abilities. The basic word is competent, meaning capable, capable or skilled. In the context of human resource management, the term competence refers to the attributes/characteristics that make it successful in a job.

According to Wibowo in Satrio Dedy Susanto (2016:12) there are 5 types of five competency indicators, namely:

- a. A motive is something that people consistently think or want that causes action. Motives encourage, direct and select behavior towards certain actions or goals.
- b. Traits are physical characteristics and consistent responses to situations or information.
- c. Self-concept is a person's attitudes, values, or self-image, self-confidence is a person's belief that they can be effective in almost any situation is part of one's self-concept.
- d. Knowledge is information that people have in a specific field. Knowledge is a complex competency.
- e. Skill is the ability to do certain physical or mental tasks. Mental competence or cognitive skills including analytical and conceptual thinking.

2.3. Communication

Hovland, Janis and Kelley in Emil Thoib Harahap (2016: 8) argue that communication is the process of individuals sending stimuli which are usually in verbal form to change the behavior of others. In this definition they regard communication as a process, not as a thing. Forsdale stated that communication is a process of giving signals according to certain rules so that in this way a system can be established, maintained, and changed. Brent D. Ruben defines human communication as a process through which individuals in their relationships, in groups, in organizations and in society create, transmit, and use information to coordinate their environment with others. According to Emil Thoib Harahap (2016:11) there are several basic characteristics of communication that allow communication, both between one person and another, as well as between groups and other groups or a very broad spectrum of natural communication. Its basic properties are as follows:

- a. Someone needs information: After all, everyone needs all kinds of information to survive in an organization.
- b. People's need for social reinforcement: Each member has social and psychological social needs that must be met.
- c. One person directs another using communication: In organizations it turns out that people are ordered or directed to communicate.
- d. Humans communicate to achieve something. Communication includes the physiological and psychological conditions of an individual person.
- e. Communication is dynamic and ongoing: Communication experts comment that: "anyone will never avoid communication".

2.4. Motivation

According to Bernanard and Gary A. Stainer in Machrony defines motivation as all those inner striving conditions variously described as wishes, desires, needs, drives, and the like. Motivation can be interpreted as a mental state and human mental attitude that provides energy, encourages activities (moves) and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalances.

Based on the explanation in this chapter and previous research as described above, the hypotheses to be developed in this study are as follows:

H1 = It is suspected that communication affects the performance of health office employees.

H2 = It is suspected that work competence affects the performance of health office employees.

H3 = It is suspected that motivation affects the performance of health office employees.

H4 = It is suspected that communication, work competence and motivation affect the performance of port health office employees

3. RESEARCH METHODOLOGY

This research was conducted using a quantitative approach, there are three related variables, namely the motivation variable as the influencing variable, the competence variable as the influencing variable, the communication variable as the influencing variable, and the performance variable as the affected variable. This research is quantitative and linear.

The population in this study were all employees of class II Bandung port health office as many as 66 employees. To obtain accurate and accountable data, the researcher used purposive simple, namely the total population was treated as a sample, so that the total sample size was 66 employees. The data collection instrument in this study used 2 (two) models, namely a questionnaire using a Likert scale.

4. RESULTS AND DISCUSSIONS

Validity Test Results

A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. This test is carried out by comparing the value of r_{count} using the Corrected Item-Total Correlation Correlation with r_{table} for degree

of freedom (df) = n -2 (Ghozali, 2016:53). In this study, with a sample of 66 people, it resulted in an r_table of 0.238.

Reliability Test Results

Reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable from time to time (Imam Ghozali, 2013: 47). An instrument is declared reliable if the reliability coefficient is at least 0.60 (Sugiyono, 2013: 184).

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Reliable value
Communication	0.698	
Motivation	0.617	0.6
Job competence	0.676	

Based on table 1. above, it can be seen that all variables in this study are reliable or reliable, this can be seen from the value of the alpha coefficient (Cronbach Alpha) which has a value of more than 0.60. The value of the alpha coefficient (Cronbach Alpha) of the variables of Communication Ability, Motivation and Work Competence is close to 1, which means that it has high accuracy or reliability to be used as a variable in a study.

Table 2. Multicollinearity test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	6,614	2,551		2,593	,012		
communication (X1)	,208	,065	,325	3,193	,002	,945	1,059
motivation (X2)	,126	,055	,232	2,282	,026	,944	1,059
work competence (X3)	,236	,068	,358	3,482	,001	,923	1,083

a. Dependent Variable: Employee Performance (Y)

From the data in the table above, it shows that the variables above have a VIF value < 10, namely (X1 = 1.059) (X2 = 1.059) (X3 = 1.083) and a value (X1 = 0.945) (X2 = 0.944) (X3 = 0.923) tolerance > 0.10. This means that there is no multicollinearity problem in the regression model, so that it meets the requirements of regression analysis.

The results of the normality test on this research variable have a normal distribution because of the Asymp value. Sig.(2-tailed) with a significance (α) > 0.05 on the variable Communication (X1) (0.200 > 0.05), Motivation (X2) (0.209 > 0.05), and Work Competence (X3) (0.200 > 0.05), then all independent variables to the dependent variable are normally distributed.

Table 3. Heteroscedasticity Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,745	1,422		1,227	,224
	Communication (X1)	-,019	,036	-,067	-,517	,607
	Motivation (X2)	-,005	,031	-,020	-,153	,879
	Work competence (X3)	,011	,038	,039	,298	,767

a. Dependent Variable: Abs_RES

Based on Table 3 above, it shows that all variables have a significance value (Sig) greater than 0.05 (...> Sig 0.05), namely (X1 = 0.607) (X2 = 0.879) (X3 = 0.767) so it can be concluded that the regression model in this study did not occur heteroscedasticity.

Table 5. Results of Multiple Linear Regression Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,614	2,551		2,593	,012
	Communication (X1)	,208	,065	,325	3,193	,002
	Motivation (X2)	,126	,055	,232	2,282	,026
	Work competence (X3)	,236	,068	,358	3,482	,001

a. Dependent Variable: Employee Performance (Y)

Based on table 5 above, the constant value is 6.614. The regression equation for predicting or predicting the effect of the variable Communication (X1), Motivation (X2) and Work Competence (X3) simultaneously on the Performance variable (Y) is as follows.

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3$$

$$Y = 6,614 + 0,208X_1 + 0,126X_2 + 0,236X_3$$

Partial Test Results or t Test

1. The Effect of Communication on Employee Performance

Based on Table 5 above, the coefficient of tcount is 3.193 while the t-table value with degrees of freedom $df = n - k$ ($66 - k = 63$) is 1.999. Based on these criteria, it shows that $t_{count} 3.193 > t_{table}$

1.999 indicates that the Communication variable (X1) has an effect on the Employee Performance variable (Y).

Based on the significance criteria that Sig <0.05, it means that H0 is rejected and Ha is accepted, which means that there is an influence between the X variable on the Y variable. This shows that the X1 variable (Communication) has a positive and significant effect on the Y variable (Employee Performance). For each value of 6.614, there is a ttable value of X1 of 3.193, X2=0, X3=0. So it can be concluded that partially there is a positive and significant influence of the Communication variable on Employee Performance.

2. The Effect of Motivation on Employee Performance

Based on Table 4.18 above, the coefficient of tcount for the Motivation variable (X2) is 2.282 while the t-table value with degrees of freedom df = n-k (66-3=63) is 1.999. Based on these criteria, it shows that tcount 2.282 > ttable 1.999 indicates that the Motivation variable (X2) has an effect on the Employee Performance variable (Y).

Based on the significance criteria that Sig <0.05, it means that H0 is rejected and Ha is accepted, it means that there is an influence between the X variable on the Y variable. This shows that the X2 (motivation) variable has a positive and significant effect on the Y variable (Employee Performance). For each value of 6.614, there is a ttable value of X2 of 2.282, X1 = 0, X3 = 0. So it can be concluded that partially there is a positive and significant influence of the motivation variable on employee performance.

3. The Influence of Work Competence on Employee Performance

Based on Table 4.18 above, the coefficient of tcount for the Work Competence variable (X3) is 3.482 while the t-table value with degrees of freedom df = n-k (66-3=66) is 1.999. Based on these criteria, it shows that t count 3.482 > t table 1.999 indicates that the Work Competence variable (X3) has an effect on the Employee Performance variable (Y).

Based on the significance criteria that Sig <0.05 means that H0 is rejected and Ha is accepted, it means that there is an influence between the X variable on the Y variable. . This shows that the variable X3 (Work Competence) has a positive and significant effect on the Y variable (Employee Performance). For each value of 6.614, there is a ttable value of X3 of 3.482, X1 = 0, X2 = 0. So it can be concluded that partially there is a positive and significant influence on the Work Competence variable on Employee Performance.

Table 6. Simultaneous Test Results (Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129,864	3	43,288	13,438	,000 ^b
	Residual	199,727	62	3,221		

Total	329,591	65			
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a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), work competence (X3), communication (X1), motivation (X2)

Based on table 6 above, the calculation results show the Fcount value of 13,438 and the significance of 0.000. Based on the criteria for the F TEST results, it shows that Fcount (13,438) > Ftable (2,76) and the value of Sig (0,000) < 0,05 means that there is an influence between the Communication Variables (X1), Motivation (X2) and Work Competence (X3). there is a joint (simultaneous) effect on the performance variable (Y).

Table 7. The Result of the Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,628 ^a	,394	,365	1,795

a. Predictors: (Constant), work competence (X3), communication (X1), motivation (X2)

Based on table 7 above, R Square (R²) shows the coefficient of determination (KD). The R² value of 0.394 means that the percentage of the contribution of the communication variable (X1), motivation (X2) and Work Competence (X3) Simultaneously to the Performance variable (Y) is 39.4%. While 60.6% is influenced by other factors.

5. CONCLUSION

Based on data analysis and discussion of research data analysis on the influence of Communication, Motivation and Work Competence on Employee Performance which has been described in the previous chapter, the following conclusions can be drawn:

1. Based on the results of the partial test (t test) the effect of communication on performance shows that tcount (3,192) > ttable (1,999) and sig value (0,002) < 0.05, this shows that H1 is accepted and H0 is rejected, meaning that there is a partial effect there is a positive and significant influence between the Communication variable (X1) and the Performance Variable (Y) of 0.208 Units.

2. Based on the results of the partial test (t test) the influence of motivation on performance shows that tcount (2,282) > ttable (1,999) and sig value (0,000) < 0,05 this shows that H2 is accepted and H0 is rejected, meaning that there is a partial effect There is a positive and significant influence between the Motivation variable (X2) and the Performance Variable (Y) at the Kuningan Regency Education Office of 0.126 Units.

3. Based on the results of the partial test (t test) the effect of Work Discipline on Performance shows that tcount (3.482) > t table (1.999) and the value of sig (0.026) < 0.05, this shows that H3 is accepted and H0 is rejected, meaning that there is a significant effect. partial there is a positive and significant effect between the Work Competence (X3) variable and the Performance Variable (Y) at the Kuningan Regency Education Office of 0.236 Units.

4. Based on the results of the Simultaneous test (F test) the effect of Communication, Motivation and Work Competence on Performance shows that $F_{count} (13,428) > t_{table} (2.76)$ and sig value $(0.000) < 0.05$ this indicates that H_4 is accepted and H_0 rejected, it means that there is a simultaneous (together) influence, there is a positive and significant influence between the variables of Communication (X1), Motivation (X2) and Work Competence (X3) with Performance Variables (Y). And based on the results of the analysis of the coefficient of Determination R Square worth 0.394 this shows that the influence of the independent variable (Independent) on the dependent variable is 39.4%, the remaining 40.6% is influenced by other factors outside of the factors of Communication, Motivation and Work Competence. . Based on the classification of how much influence the independent variable has on the dependent variable, it is included in the Less classification.

LIMITATION AND STUDY FORWARD

Research variables are limited to 3 variables, the research location is only in one place. . For further researchers, it is hoped that they can expand the object of research, not only on Communication, Motivation and Work Competence, so that they can obtain more complete and wider information regarding their influence on Employee Performance.

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