


## The influence of communication, motivation, and work discipline on performance of Indonesian cooperative University Employees

Fina Fahrina Fahrnis<sup>1</sup>, Gurawan Dayona Ismail<sup>2</sup>, Yoyo Sudaryo<sup>3</sup>, Fanji Wijaya<sup>4</sup>, Recky<sup>5</sup>, Dadan Abdul Aziz<sup>6</sup>

<sup>1,2,3,4,5,6</sup>Universitas Indonesia Membangun, Bandung, West Java, Indonesia

| Article Info   | ABSTRACT   |
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| <b>Keywords:</b><br>Communication,<br>Motivation,<br>Work Discipline,<br>Employee Performance  | This research aims to analyze the relationship between the influence of Communication, Motivation and Work Discipline on Employee Performance at the Indonesian Cooperative University. In this research, the samples were employees at the University of Indonesia Developing with a sample size of 35 people. This research uses quantitative methods with non-probability sampling techniques (saturated samples), and data analysis tools using the SPSS version 25.0 program. |
| This is an open access article under the <a href="#">CC BY-NC</a> license<br> | <b>Corresponding Author:</b><br>Fina Fahrina Fahrnis<br>Universitas Indonesia Membangun, Bandung, West Java, Indonesia<br><a href="mailto:finafahrinaf@student.inaba.ac.id">finafahrinaf@student.inaba.ac.id</a>   |

### INTRODUCTION

In the current era of globalization, skilled and professional human resources are a dream for both governments and private organizations. Human resources are a key element for every organization to achieve its vision and mission effectively and efficiently. Organizations expect their employees to be not only competent, but also qualified, but most importantly, have the desire to work hard and achieve maximum work results. Despite advances in technology, advances in information, availability of appropriate capital and materials, organizations without human resources will have difficulty achieving their goals.

Ministries, government agencies, and local governments are expected to create and develop an organization culture oriented towards performance improvement (Saebah & Asikin, 2022; Sudaryo et al., 2018). The development of an organization is highly relevant, especially for state organizations. Well-developed organizations can bring many benefits, such as increased efficiency, productivity, achieving employee work targets, and the ability to adapt to environmental changes. On the contrary, stagnant or underdeveloped organizations may face various problems, including poor performance, loss of human resources potential, and an inability to cope with change.

By evaluating employee performance, it will be possible to know the performance given by employees in carrying out the tasks and responsibilities given. In the process of achieving organizational goals, it is necessary to measure the success that must be achieved by each employee individually or in groups. According to Mangkunegara (2017), human resource management includes planning, organizing, implementing and supervising procurement, development, provision, compensation, integration, maintenance and division

of labor to achieve organizational goals. An important thing in human resource management is operational efficiency. According to Mangkunegara (2017), performance is the result of work in terms of quality and quantity carried out by an employee when carrying out his functions in accordance with the responsibilities given to him. So to get good performance, of course you need to have good human resources (HR), of good quality and in accordance with their current field. To achieve quality employee performance, many factors can influence it. All organizations need to take various steps to attract the best performing employees so they can make a positive contribution to the organization.

Indonesian Cooperative University, located on Jl. Raya Jatinangor No.20, Cibeusi, Kab. Sumedang, West Java. This university is called the Indonesian Cooperative Management Institute (Ikopin) which officially changed its name to the Indonesian Cooperative University on January 18 2022. It aims to become a quality university that participates in the education of this country's children, especially in the fields of economics, cooperatives, and business management, as well as producing entrepreneurs who are strong in global competition. The Indonesian Cooperative University currently has two faculties and nine study programs and is about being at the forefront of the development of the world of education. Every effort is made, starting from improving the quality of education, adapting to the latest science and technology, improving facilities and cooperation at home and abroad, to using reliable human resources (Saebah & Merthayasa, 2023; Saebah et al., 2023).

Competition between universities is increasingly fierce, so universities need to provide superior services. Higher education is a service that must provide excellence. Therefore, you must pay attention to the performance of your employees so that they can carry out their duties and obligations well. According to Hasibuan (2017) "Employee performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time". Of course, to get effective employee performance, there are many influencing factors, such as factors that influence organizational success, namely communication is the key to success in an organization. Communication can maintain cohesiveness in realizing good, complementary cooperation. The smoother, faster and more effective the communication that is established, the faster good working relationships can be developed. Good and effective communication is expected to provide increased work motivation for all employees. With increasing work motivation, work discipline is also expected to get better.

There are obstacles in establishing communication between leaders and employees because communication between leaders and subordinates tends to be weakened because the message or task cannot be understood by subordinates and there is no good communication with leaders, therefore it is necessary to improve communication between superiors and employees so that it is well established. Apart from communication, there is also motivation that influences the performance of Indonesian Cooperative University employees. Several factors cause decreased employee motivation, namely the lack of reciprocal relationships and constructive support for employees. Work motivation must continue to be given to employees because it has a big impact on employee performance. The thing that underlies the work discipline problems of Indonesian Cooperative University

employees is also a decrease in employees' sense of compliance with rules and regulations, and employees arriving late or not on time.

The performance assessment of Indonesian Cooperative University employees has decreased due to a lack of seriousness in work, resulting in less than optimal results. After the researcher conducted an interview with the Head of the HR Department, a phenomenon occurred at the Indonesian Cooperative University, namely that the author obtained performance assessment data in which the author obtained information that there were still employees who had not achieved maximum performance as expected by the Indonesian Cooperative University.

**Table 1.** Performance Assessment of Indonesian Cooperative University Employees

| Indicator      | Achievements | Achieved | Not Achieved | Percentage Achieved % |
|----------------|--------------|----------|--------------|-----------------------|
| Work Quality   | 100 %        | 45 %     | 55 %         | 82 %                  |
| Obedience      | 100 %        | 40 %     | 60 %         | 67 %                  |
| Cooperation    | 100 %        | 45 %     | 55 %         | 82 %                  |
| Punctuality    | 100 %        | 40 %     | 60 %         | 67 %                  |
| Presence       | 100 %        | 40 %     | 60 %         | 67 %                  |
| Responsibility | 100 %        | 45 %     | 55 %         | 82 %                  |
| Integrity      | 100 %        | 40 %     | 60 %         | 67 %                  |
| Average        | 100 %        | 42 %     | 58 %         | 73 %                  |

Source: Indonesian Cooperative University internal data

Based on table 1, the phenomenon that occurs is that the performance assessment above shows that work achievement is not good. Overall, it shows that the quality of work only reaches 82%, compliance 67%, cooperation 82%, punctuality 67%, attendance 67%, responsibility 82%, and integrity 67%. Of all these aspects, it only reached an average of 73%, so it is still considered not very good.

According to Hasibuan (2017: 94) "Employee performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time". Employee performance is influenced by several factors, one of which is communication. A goal that has been planned in accordance with the specified achievements will run according to expectations or plans if a process towards success involves and implements a good communication relationship. If an organization does not have a good relationship between leaders and employees, there will be a mismatch in the organization's expectations for achievement.

**Table 2.** Pre-Survey Results Regarding Communication at the Indonesian Cooperative University

| NO | QUESTION  | Answer Choices |     |
|----|---|----------------|-----|
|    |   | YES            | NO  |
| 1. | I can understand the message and take action according to the content of the message communicated by the leader/superior. | 34%            | 66% |
| 2. | My current communication process is able to influence the attitudes   | 23%            | 77% |

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| NO | QUESTION  | Answer Choices |       |
|----|---|----------------|-------|
|    |   |                |       |
|    | of other employees at work.   |                |       |
| 3. | If there are problems at work, I always ask for a response from other employees/superiors | 51,4%          | 48,6% |
| 4. | Fellow employees have communicated well   | 40%            | 60%   |
| 5. | My communication process, which occurs every day, takes place in a pleasant atmosphere.   | 28,6%          | 71,4% |
| 6. | Communication with superiors is good  | 31%            | 69%   |
| 7. | I communicate with the right words in conveying work assignments                          | 31%            | 69%   |
|    | AVERAGE   | 34%            | 66%   |

Source: Results of data processing from the 2023 pre-survey questionnaire

Based on table 2, it can be seen that the phenomenon that occurs is that communication is not optimal or communication in the work environment is not running well. This proves that employees feel that the relationship between leaders and employees is not good, or that superiors are unable to provide understanding according to what is given to employees. Meanwhile, communication itself is one of the driving factors for employee performance. According to Robbins (2016: 33) states that "Communication helps develop motivation by explaining to employees what must be done, how well they work, and what can be done to improve performance that is below standard" Apart from communication, other factors influence employee performance. namely Work Motivation.

**Table 3.** Pre-Survey Results Regarding Work Motivation at the Indonesian Cooperative University

| Indicator                     | Achieved | Not achieved |
|-------------------------------|----------|--------------|
| Responsibility                | 45%      | 55%          |
| Achievement of objectives     | 40%      | 60%          |
| Recognition from superiors    | 40%      | 60%          |
| Award                         | 30%      | 70%          |
| Develop Creativity            | 45%      | 55%          |
| Work performance              | 45%      | 55%          |
| Opportunities for Advancement | 40%      | 60%          |
| AVERAGE                       | 41%      | 59%          |

Source: Results of data processing from the 2024 pre-survey questionnaire

Based on Table 3, There is a phenomenon that many employees are still less motivated at work, which means that most employees lack encouragement from the surrounding environment, co-workers and work leaders, so the quality of work among employees does not increase. Leadership provides more real motivation to employees in the form of encouragement to innovate in finding their own work procedures other than the procedures set by the organization and orientation towards work results for the smooth running of work and improvement of employee performance still needs to be improved.

According to Hasibuan (2017: 143), "Work motivation is the provision of driving force that creates enthusiasm for a person's work so that they want to work together, work effectively, and integrate with all power and effort to achieve satisfaction."

Apart from less than optimal motivation, it is largely determined by employee discipline. Employees are required to comply with discipline and regulations set by the organization which will create a more conducive and managed atmosphere so that it has a positive impact on organizational activities. The researcher also asked permission from the HR department to request employee attendance data at the Indonesian Cooperative University. The following is a data table on the percentage of employee attendance at the Indonesian Cooperative University for 12 months from January – December 2022:

**Table 4.** Absence Data Percentage of Employee Attendance in 2022

| No  | Code | 2022 Attendance Percentage |         |
|-----|------|----------------------------|---------|
|     |      | Present                    | On Time |
| 1.  | P1   | 95%                        | 71%     |
| 2.  | P2   | 0%                         | 0%      |
| 3.  | P3   | 0%                         | 0%      |
| 4.  | P4   | 81%                        | 65%     |
| 5.  | P5   | 0%                         | 0%      |
| 6.  | P6   | 0%                         | 0%      |
| 7.  | P7   | 36%                        | 1%      |
| 8.  | P8   | 89%                        | 40%     |
| 9.  | P9   | 77%                        | 23%     |
| 10. | P10  | 78%                        | 65%     |
| 11. | P11  | 98%                        | 83%     |
| 12. | P12  | 79%                        | 49%     |
| 13. | P13  | 0%                         | 0%      |
| 14. | P14  | 84%                        | 12%     |
| 15. | P15  | 87%                        | 81%     |
| 16. | P16  | 0%                         | 0%      |
| 17. | P17  | 77%                        | 18%     |
| 18. | P18  | 86%                        | 9%      |
| 19. | P19  | 93%                        | 75%     |
| 20. | P20  | 69%                        | 44%     |
| 21. | P21  | 0%                         | 0%      |
| 22. | P22  | 0%                         | 0%      |
| 23. | P23  | 62%                        | 46%     |
| 24. | P24  | 89%                        | 38%     |
| 25. | P25  | 86%                        | 48%     |
| 26. | P26  | 95%                        | 13%     |
| 27. | P27  | 99%                        | 89%     |
| 28. | P28  | 97%                        | 97%     |
| 29. | P29  | 84%                        | 52%     |

| No      | Code | 2022 Attendance Percentage |         |
|---------|------|----------------------------|---------|
|         |      | Present                    | On Time |
| 30.     | P30  | 99%                        | 95%     |
| 31.     | P31  | 98%                        | 88%     |
| 32.     | P32  | 100%                       | 96%     |
| 33.     | P33  | 89%                        | 24%     |
| 34.     | P34  | 100%                       | 100%    |
| 35.     | P35  | 97%                        | 95%     |
| AVERAGE |      | 66%                        | 43%     |

Source: Indonesian Cooperative University data

Based on Table 4, it can be seen that the percentage of attendance and punctuality of Indonesian Cooperative University employees for the period January 2022 to December 2022, the level of attendance and punctuality fluctuates, which can result in ineffectiveness and inefficiency in work. Employees who have high work discipline will work according to their responsibilities without having to be supervised by superiors. This means that the better the employee's discipline, the higher the work performance they can achieve as well as increasing employee performance.

According to Hasibuan (2016: 193) stated that "work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms." Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. Work discipline can occur due to an inability to obey rules, norms, laws, regulations that are too excessive so that many do not implement and obey them, which can affect employee performance. Apart from that, every organization has the hope that employees can comply with the regulations set by the organization, be precise in coming and working.

## METHODS

The research method used in this research is a quantitative method with a descriptive and verification approach. The data collection technique used in this research is a questionnaire, which consists of a series of written questions to obtain information from respondents (Sugiyono, 2018). The population in this study was 140 employees with a sample of 35 respondents. The data analysis method to determine the influence between variables will be analyzed using SPSS 25.0.

## RESULTS AND DISCUSSION

### Validity test

The validity test was carried out to determine the level of validity of the questionnaire. Testing in this research uses SPSS. Results The test is said to be valid if it has a tailed sig.2 value <0.05. The following are the results of testing the validity of the research variables :

**Table 5.** Validity Test Results for Communication Variables (X1)

| Statement Items | r-Count | r-Table | Information |
|-----------------|---------|---------|-------------|
| X1.1            | 0.427   | 0.274   | Valid       |
| X1.2            | 0.456   | 0.274   | Valid       |
| X1.3            | 0.492   | 0.274   | Valid       |
| X1.4            | 0.357   | 0.274   | Valid       |
| X1.5            | 0.574   | 0.274   | Valid       |
| X1.6            | 0.504   | 0.274   | Valid       |
| X1.7            | 0.543   | 0.274   | Valid       |

Source: SPSS Data Processing Results

**Table 6.** Motivational Variable Validity Test Results (X2)

| Statement Items | r-Count | r-Table | Information |
|-----------------|---------|---------|-------------|
| X2.1            | 0.346   | 0.274   | VALID       |
| X2.2            | 0.456   | 0.274   | VALID       |
| X2.3            | 0.426   | 0.274   | VALID       |
| X2.4            | 0.350   | 0.274   | VALID       |
| X2.5            | 0.458   | 0.274   | VALID       |
| X2.6            | 0.363   | 0.274   | VALID       |
| X2.7            | 0.465   | 0.274   | VALID       |

Source: SPSS Data Processing Results

**Table 7.** Validity Test Results for Work Discipline Variables (X3)

| Statement Items | r-Count | r-Table | Information |
|-----------------|---------|---------|-------------|
| X3.1            | 0.469   | 0.274   | VALID       |
| X3.2            | 0.412   | 0.274   | VALID       |
| X3.3            | 0.387   | 0.274   | VALID       |
| X3.4            | 0.561   | 0.274   | VALID       |
| X3.5            | 0.428   | 0.274   | VALID       |
| X3.6            | 0.449   | 0.274   | VALID       |
| X3.7            | 0.713   | 0.274   | VALID       |

Source: SPSS Data Processing Results

**Table 8.** Validity Test Results for Employee Performance Variables (Y)

| Statement Items | r-Count | r-Table | Information |
|-----------------|---------|---------|-------------|
| Y.1             | 0.433   | 0.274   | VALID       |
| Y.2             | 0.488   | 0.274   | VALID       |
| Y.3             | 0.587   | 0.274   | VALID       |
| Y.4             | 0.410   | 0.274   | VALID       |
| Y.5             | 0.654   | 0.274   | VALID       |
| Y.6             | 0.429   | 0.274   | VALID       |

| Statement Items | r-Count | r-Table | Information |
|-----------------|---------|---------|-------------|
| Y.7             | 0.490   | 0.274   | VALID       |
| Y.8             | 0.411   | 0.274   | VALID       |
| Y.9             | 0.362   | 0.274   | VALID       |

Source: SPSS Data Processing Results

The table above shows that based on the results of testing the variables X1, X2, X3 and Y can be concluded that the questionnaire in this study is said to be valid and therefore suitable for use.

### Reliability

Reliability testing is to determine the consistency of research measuring instruments. test the questionnaire that will be used to obtain reliable data or not. The results of the reliability test calculations can be seen from the Cronbach's Alpha coefficient as shown in the following table:

**Table 9.** Variable Reliability Test Results

| Variabel            | Cronbach 's Alpha | Nilai Kritis | N Of Item | Keterangan |
|---------------------|-------------------|--------------|-----------|------------|
| Komunikasi (X1)     | 0.664             | 0,60         | 7         | Reliabel   |
| Motivasi (X2)       | 0.614             | 0,60         | 7         | Reliabel   |
| Disiplin Kerja (X3) | 0.691             | 0,60         | 7         | Reliabel   |
| Kinerja Pegawai (Y) | 0.697             | 0,60         | 9         | Reliabel   |

Source: SPSS Data Processing Results

The reliability test results above show that the Cronbach's Alpha value of the entire questionnaire for each variable is greater than 0.6. These results indicate that the questionnaire used in the research is a reliable questionnaire.

### Hypothesis test

#### T test (partial)

**Table 10.** T test results  
Coefficients<sup>a</sup>

| Model         | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|---------------|-----------------------------|------------|---------------------------|-------|------|
|               | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)  | -1.498                      | 2.116      |                           | -.708 | .484 |
| Komunikasi    | .429                        | .075       | .379                      | 5.743 | .000 |
| Motivasi      | .732                        | .082       | .649                      | 8.889 | .000 |
| Disiplin_Kerj | .192                        | .069       | .200                      | 2.790 | .009 |

a. Dependent Variable: kinerja\_pegawai1

Based on table 10. Above, it is known that the t-table value is 2.030, and the calculated t-value for each variable X1, Communication (X1), Motivation (X2), and Work



Discipline (X3) on Employee Performance (Y). Therefore, the significance values of the variables X1, X2 and X3 are 0.000, 0.000 and 0.009 respectively. The significance value of these three variables is known to be smaller than 0.05. This value means that Communication (X1), Motivation (X2) and Work Discipline (X3) have a significant influence on Employee Performance (Y).

**F test (simultaneous)**

**Table 11.** F Test Results ANOVA<sup>a</sup>

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 261.819        | 3  | 87.273      | 72.118 | .000 <sup>b</sup> |
| Residual     | 37.515         | 31 | 1.210       |        |                   |
| Total        | 299.333        | 34 |             |        |                   |

a. Dependent Variable: kinerja\_pegawai1  
 b. Predictors: (Constant), Disiplin\_Kerja, Komunikasi, Motivasi

Based on the test above, it can be seen that the calculated f result is 72.118 with a significance of 0.000. df at 5% significance is 3 and 31 so the f table value is 2.88. The results of the analysis above show that f count (1.210) > f table 2.88. The significance value is 0.000 < 0.05, thus it can be concluded that the variables Communication, Motivation and Work Discipline simultaneously have a significant effect on employee performance variables.

**Determinant test**

**Table 12.** Determinant Test Results Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .935 <sup>a</sup> | .875     | .863              | 1.10007                    |

a. Predictors: (Constant), Disiplin\_Kerja, Komunikasi, Motivasi  
 b. Dependent variabel : Kinerja\_Pegawai

Based on the results of the table above, it can be assessed that the coefficient of determination (R<sup>2</sup>) is 0.863 or 86.3%, so it can be interpreted that 86.3% of the performance of Indonesian Cooperative University employees (Y) can be explained by the variables Communication (X1), Motivation (X2), and Discipline Work (X3), while the remaining 2.2% is explained by other variables not studied.

**CONCLUSION**

Based on the results of research on Communication, Motivation and Work Discipline on Employee Performance, it can be concluded that partially there is a significant influence between the variables Communication, Motivation, Work Discipline on the Performance of Indonesian Cooperative University Employees. These three aspects are very important for

organizations to pay attention to in order to be able to provide a sense of performance to each employee. To maintain or improve employee performance, superiors need to pay attention to what factors can influence employee performance in order to instill a sense of work enthusiasm in employees.

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