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## **The Significant Motivation, Communication, and Work Discipline on Employee Performance: Evidence Alfa and Omega Company in South Jakarta**

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### **Abstract**

The purpose of this study was to determine the effect of motivation, communication and work discipline on employee performance at Alfa and Omega Company either partially or simultaneously. The method used is the descriptive method. The sampling technique used is saturated sampling using a sample of 70 respondents. Data analysis used validity test, reliability test, classical assumption test, regression analysis, correlation coefficient analysis, coefficient of determination analysis and hypothesis testing. The results of this study are motivation has a significant effect on employee performance partially. Communication has a significant effect on employee performance partially Work discipline has a significant effect on employee performance partially. Motivation, communication and work discipline simultaneously have a significant effect on employee performance.

**Keywords :** Motivation, Communication, Work Discipline, Employee Performance

### **INTRODUCTION**

The variable influencing performance is communication. Communication is a process where people, fraction, organization, and society create and use information in order to correlate environment and others. It is implemented by verbal that is understood by both sides.

Building communication creates good teamwork. Communication helps the leaders to coordinate their employments, thus, it makes target of company achieve. The knowledge of that can influence and alter the action to pursuit the

objective company. In fact, it is the small things, however, if the communication among employees does not go well it will issue misunderstanding and disturbing the activities of company.

Communication in Alfa and Omega Company does not go well and harmoniously, this is due to the lack of awareness of the leader to convey information related to the work that must be done by the employee. With this, the employees of Alfa and Omega Company experienced a decrease in employee performance. This can be seen from the pre-research table 1 as follows:

**Table 1.** Pre-research on communication at Alfa and Omega Company in 2021

No.	The Question List	The Answer	
		Yes	No
1.	Does the superiors convey information clearly?	33	37
2.	Are superiors able to show concern for employees?	16	54

Source: Alfa and Omega Company (2021).

Based on the table 1, it is known that the communication owned by employees and leaders at PT. Alfa And Omega South Jakarta is still not good enough. Based on the observations and observations made by the researchers, the attitude of friendliness and concern for the leadership was mostly answered with the word no by employees who were respondents in the initial survey.

Another variabels that influence the performance is motivation. It is from latin word “movere” which means impetus,propulsion, atau driving force to take actions or do somethings. ”Movere” in english is motivation. Someone does something on purpose commonly having a motive or an intention or goal that encourage him to take an action. The Basic motive of someone is a needd that will become a pride and honor. The right motivation can be useful to build awareness of importance of optimal work, discipline and professionalism.

Motivation in Alfa and Omega Company has been issued as well. The reward for employees seems not fair for employees having good job. Then, only half the population of employees’ trust obtain. This can be seen from the pre-research table 2 as follows:

**Table 2.** Pre-research on Motivation at Alfa and Omega Company in 2021

No.	The Question List	The Answer	
		Yes	No
1.	Does the company reward employees who do a good job?	31	39
2.	Does the superiors always give trust to employees ?	35	35

Source: Alfa and Omega Company (2021).

Table 2 shows the reward and trust for employees. It shows that 31 employees answer yes about the fair reward but 39 employees answer no. It means the unsatisfied employees are bigger than company thinks. Also, 50 percent answer yes about trust whom superiors give, thus, the superior cannot reach all of the employees’ motives. It might be a hyphotesis for the declining company performance.

Besides the motivation and communication, work discipline is relevant issue in building good performance. The work discipline is a subject of responsible value. It is conveyed the information by company in order to achieve the satisfied performance. There are several advantages when the employees follow the discipline such as reaching the objective company, employees’ satisfaction, and society. The rules are very essential to guide and train the employees until creating the good order, morale employee work efficiency, and effectiveness

In reality, employees’ Alfa and Omega are deficient. Our hypothesis is that the leaders do not emphasizes the rules that have been determined. Many employees are not following the existing regulations such as many employees have been late and absence without notification. Furthermore, employees cannot fullfill their due date and it makes the achievement of company not succeed. Following table might be illustrated the employees’ attendance Alfa and Omega.

Table 3 illustrates that many employees arrive late, thus giving a bad impact on employee performance. In this case, one of the causes of employees at Alpha and Omega company is a lack of motivation and communication. Lack of motivation and communication causes employees to be undisciplined so that they do not have the enthusiasm to work. Due to poor motivation, communication and work discipline, employee performance at Alfa and Omega company decreased.

As mentioned by (Mangkunegara, 2017:5) employee performance is the evaluation of individual and group work within the company in order to carry out the main tasks that apply within the organization. Employee performance at Alfa

and Omega company are not good enough due to the lack of enthusiasm of employees in improving their performance, awareness of leaders and employees who are lacking in discipline, creativity, and the difficulty of working with each other. Moreover, communication is often ignored by employees. Therefore the performance of employees at Alfa and Omega company have decreased.

Alfa and Omega company assesses employee performance by comparing the number of performance achievements with performance targets each year. The following is a table of achievement and performance targets at Alfa and Omega Company from 2019 to 2020 as follows.

Table 4 shows that the percentage of overall employee performance achievement in 2019 is 81.5%. In 2020 the percentage of employee performance experienced a decline again, which only reached 72.9%. This shows that employee

(Nurdina, 2018); motivation (Abid & Safih, 2021); communication and work discipline (MOGI, 2020); motivation and work satisfied (Oktavianti, 2020); organizational culture and motivation (Mulyadi & Wicaksono, 2019); gender (Asadullah et al., 2021); emotional intelligence (Jie et al., 2020); leadership, communication and motivation (Khair, 2018); supervision and work discipline (Tohirin, 2018); motivation and work discipline (Astria, 2018); work discipline (Krisnaldy et al., 2020); training and work discipline (Nazir, 2019); work motivation, commitment, and discipline (Santoso, 2017); job rotation, organizational communication and work satisfaction (Senen, 2021); employment performance management reduce the quality life (Audenaert et al., 2021). From those phenomena and previous literature we are interested in the effect of motivation, communication and work discipline on employee performance at Alfa and Omega company in South Jakarta partially and simultaneously.

**Table 3.** Work discipline data (attendance) Alfa And Omega Company in South Jakarta from 2019 to 2020

Time	Employees' Number	The Reason of Absence			Overdue
		Sick	Permit	No Permit	
2019	70	16	20	10	73
2020	70	13	18	20	64
TOTAL		29	38	30	137

Source: Alfa and Omega Company (2021).

**Table 4.** Performance Alfa and Omega Company in South Jakarta from 2019 to 2020

Time	Achievements	Targets	Percentages
2019	Rp 32.600.000.000,00	Rp 40.000.000.000,00	81.5
2020	Rp 30.600.000.000,00	Rp 42.000.000.000,00	72.9

Source: Alfa and Omega Company (2021).

performance is low, because it does not reach the desired target of the company. The data has limited in a year not a month.

Several literature has been made previously, such as The significant motivation, communication and work stress on teacher performance (Cay, 2018); communication and training clinic performance (Susanti, 2019); communication (Barsah, 2019); ethical work and disciplined work (Barsah & Ridwan, 2020); work discipline and work situation (Handayani, 2020); work stress and work discipline (Rahmi, 2020); compensation and work discipline (Pratama, 2020); organizational culture and work motivation

## METHODS

This research uses Alfa and Omega company as the place of research. The population and sample of research are 70 people. The time of data are 2 years from 2019 to 2020. The data used are primary data that are collected by questionnaire. The secondary data are employee data such as absence and literature review. The model used is multiple regression that must be examined by BLUE estimator. BLUE estimators used are linierity, normality, multicollinearity, autocorrelation and heteroskedasticity.

Table 5 shows the indicators every variables,

**Table 5.** The operational variables research

<b>Variables</b>	<b>Indicators</b>	<b>Question Numbers Kuesioner</b>	<b>Scalas</b>
Motivation (X1) (Suwatno & Priansa, 2016:177)	1.Physiological needs	1,2,3,4	Likert
	2.Safety needs	5,6,7,8	
	3.Social needs	9,10,11	
	4.Appreciation needs	12,13,14	
	5.Self-actualization		
Communication (X2) (Sutardji, 2016:10-11)	1.Understanding	1,2,3,4	Likert
	2.Pleasure	5,6,7,8	
	3.Influence on attitude	9,10,11	
	4.Improved	12,13,14	
Work Discipline (X3) (Hasibuan, 2017:194)	1.Aims and Abilities	1,2	Likert
	2.Exemplary Leaders	3,4	
	3.Repayment	5,6	
	4.Justice	7,8	
	5.Waskat	9,10	
	6.Punishment	11,12	
	7.Firmness	13,14	
Employees' Perfor- mance (Y) (Mang- kunegara, 2017:75)	1.Quality of Work	1,2,3,4	Likert
	2.Quantity of Work	5,6,7,8	
	3.Implementation of Du- ties	9,10,11,12	
	4.Responsibilities		

the question number and the scalas. The motivation variable has five indicators such as physiological, safety, social, appreciation, and self-actualization needs. The communication variable has five indicators that are understanding, pleasure, influence on attitude, improved relationship, and actions. Work discipline variable has eight indicators that are aims and abilities, exemplary leaders, repayment, justice, waskat, punishment, firmness, and human relations. The last variable is employees' performance. It has four indicators such as quality of work, quantity of work, implementation of duties and responsibilities. Every indicators has statement to measure the variables with scalas likert.

Table 6 shows the indicators statements of motivation. The physiological needs' statements are from 1 to 4. The safety needs' statements are from 5 to 8. The social needs' statements are

from 9 to 11. The appreciation needs' statements are from 12 to 14. The self-actualization needs' statements are 15 and 16.

Table 7 shows the statements of communication indicators. Understanding's statements are from 1 to 4. Pleasure's statements are from 5 to 8. Influence on attitude's statements are from 9 to 11. The improved relationship's statements are from 12 to 14. The actions' statements are 15 and 16.

Table 8 shows the statements' work discipline indicators. The aim and abilities' statements are 1 and 2. The exemplary leaders' statements are 3 and 4. The repayment's statements are 5 and 6. Justice's statements are 7 and 8. The waskat's statements are 9 and 10. The punishment's statements are 11 and 12. The firmness' statements are 13 and 14. The human relations' statements are 15 and 16.

Table 10 shows likerts categories. Categories

**Table 6.** The statements of motivation variable

No.	Indicators of Motivation	Statements
1.		The company salary is in accordance with applicable regulations
2.		The company provides incentives in accordance with applicable policies
3.	Physiological needs	The salary and incentives provided by the company to employees make employees motivated to work
4.		Employees are satisfied with the incentives provided by the company
5.		The safety in the work environment is well managed
6.		Workspace facilities that are used are comfortable and clean
7.	Safety needs	Labor social security is given evenly to all employees
8.		Work safety equipment is considered very good to protect employees
9.	Social needs	Working relationship with superiors or leaders is well established
10.		The working relationship among co-workers in this company is harmonious
11.		The company rewards employees who do a good job (achievement)
12.		The company promotes outstanding employees
13.	Appreciation needs	So far, the company recognizes and appreciates the hard work of employees
14.		The award given is in accordance with the hard work of the workers
15.		The motivation given by my boss makes me more disciplined at work
16.	Self-actualization needs	The company has provided education and training to increase employee potential

Source: (Suwatno & Priansa, 2016).

**Table 7.** The statements of communication variable

No.	Indicators of Motivation	Statements
1.	Understanding	The information conveyed by superiors is clear
2.		Employees understand the tasks and information submitted by superiors
3.		There is a good interaction between management and employees
4.		Employees receive and carry out the results of the joint meeting
5.		Communication takes place comfortably and feels positive emotions as a result of communicating with superiors
6.	Pleasure	Employees are understood by superiors
7.		Flexible and pleasant communication makes employees enthusiastic in carrying out orders from superiors
8.		Employees often participate in conversations about problems in the office
9.	Influence on attitude	Poor communication makes employees lazy to work
10.		Employees will carry out the tasks assigned by their superiors if the information conveyed is clear
11.		Employees feel afraid when communicating with leaders who tend to ignore suggestions and input from others
12.		With good communication between leaders and employees, it will create a good working environment
13.	Improved relationship	Good communication will improve employee coordination
14.		Employees have a good relationship with the staff in the company
15.	Actions	Employee sales will increase if communication goes well
16.		Employees always give their best for the company's customer service

Source : (Sutardji, 2016).

**Table 8.** The statements of work discipline variable

No.	Indicators of Motivation	Statements
1.	Aims and abilities	Employees know the goals that employees will achieve
2.		The work given by the boss is in accordance with the employee's abilities
3.		Employee leaders are good leaders honest and fair
4.	Exemplary leaders	Leaders have set a good example
5.		Basic salary paid punctually on time as expected
6.	Repayment	There is a chance to get promoted
7.		Receive rewards when employees achieve targets
8.	Justice	Get punished if the employee does not reach the target
9.	Waskat	Leaders monitor the behavior, morals, attitudes and work performance of their subordinates
10.		Leaders help employees when employees have difficulties
11.		Punish employees for arriving late
12.	Punishment	The punishment given is heavy so that employees don't want to violate it again

13.		Punish employees in accordance with the sanctions that have been set
14.	Firmness	Give a warning when breaking the rules
15.		Leaders create good relationships with employees
16.	Human relations	Leaders establish good relations with employees without exception so that they can motivate employees to comply with existing regulations

Source : (Sutardji, 2016).

**Table 9.** The statements of employees' performance variable

No.	Indicators of Motivation	Statements
1.		With the knowledge that employees have, employees can master the fields and tasks that employees do with good results
2.	Quality of work	Employees do a job carefully and thoroughly
3.		The company encourages employees to produce optimal quality of work
4.		Employees are able to complete tasks in accordance with the instructions of superiors
5.		The level of achievement of the volume of work that employees produce is in accordance with company expectations
6.	Quantity of work	The quantity of work provided is in accordance with the company's expectations
7.		Employees can work according to the targets set by the company
8.		Employees are able to complete work targets good and punctual
9.		Employees perform tasks accurately and without errors
10.	Implementation of Duties	Employees carry out tasks in accordance with the job description
11.		Employees always minimize mistakes at work
12.		Employees always try to do their best
13.	Responsibilities	Employees do their job with full responsibility
14.		All forms of work errors are the responsibility of the employee
15.		Employees try their best to complete the assigned tasks
16.		Employees are responsible for the work given to completion

Source: (Mangkunegara, 2017).

**Table 10.** The statements of employees' performance variable

Score	Categories
5	Strongly Agree/Very Good
4	Agree/Ok
3	Doubtful/Good Enough
2	Less Agree/Poor
1	Disagree/Bad

Source: Sugiyono (2018:94).

5, 4,3,2, and 1 are either very good, ok, good enough, poor, and bad or strongly agree, agree, doubtful, less agree, and disagree.

## RESULTS

The Following table shows the population and sample employees' Alfa and Omega . the data is collected from Alfa and Omega company.

Table 11 shows the population and sample all employees. Population and sample are equal because this research data are below 100.

Table 12 shows the results presented in the table above. It shows that employees who work >5 years are 81.4% and employees who work over 6-10 years are 18.6%.

Table 13 shows that motivation variable

**Table 11.** Employees' position on Alfa and Omega Company

Position	Population	Sample
General Manager	1	1
Financial Manager	1	1
Marketing Manager	1	1
Marketing	5	5
Accounting	1	1
Admin Intern	1	1
Admin Support	1	1
Customer Service	1	1
Operation	1	1
Technician	28	28
Helper	28	28
Cleaning Service	1	1

Source: Alfa and Omega Company (2021).

**Table 12.** Respondent data based on duration work

No.	Duration Work	Frequencies	Percentages
1	< 5 years	57	81,4
2	6 – 10 years	13	18,6
Total		70	100

Source: Alfa and Omega (2021): primary data.

**Table 13.** The respondent answer based on motivation variable (X1)

No.	Statements	The Answer Criteria					Total	Em- ployee's Number	Mean Scores
		SA 5	A 4	D 3	LS 2	DA 1			
1	The company salary is in accordance with applicable regulations	9	21	35	5	0	244	70	3.49
2	The company provides incentives in accordance with applicable policies	12	4	49	5	0	233	70	3.33
3	The salary and incentives provided by the company to employees make employees motivated to work	12	9	48	1	0	242	70	3.46

4	Employees are satisfied with the incentives provided by the company	10	26	28	6	0	250	70	3.57
5	The safety in the work environment is well managed	5	20	34	1	0	249	70	3.56
6	Workspace facilities that are used are comfortable and clean	11	26	29	4	0	254	70	3.63
7	Labor social security is given evenly to all employees	12	17	38	3	0	248	70	3.54
8	Work safety equipment is considered very good to protect employees	20	28	22	0	0	278	70	3.97
9	Working relationship with superiors or leaders is well established	11	16	29	4	0	254	70	3.63
10	The working relationship among co-workers in this company is harmonious	12	6	42	10	0	230	70	3.29
11	The company rewards employees who do a good job (achievement)	7	40	15	8	0	256	70	3.66
12	The company promotes outstanding employees	29	21	13	7	0	282	70	4.03
13	So far, the company recognizes and appreciates the hard work of employees	12	36	17	5	0	265	70	3.79
14	The award given is in accordance with the hard work of the workers	12	27	24	7	0	254	70	3.63
15	The motivation given by my boss makes me more disciplined at work	10	23	36	1	0	252	70	3.60
16	The company has provided education and training to increase employee potential	5	46	13	6	0	260	70	3.71
Total		189	386	472	73	0	4051	1120	Average
Percentage		16.9	34.5	42.1	6.5	0.0	100	Average	3.62

Source: Self-processed primary data.

average is in 3.62. The Lowest average is number 10 about the working relationship among co-workers in this company is harmonious with 3.29. Thus, the highest is number 12 that the company promotes outstanding employees with 4.03.

Table 14 shows the average of communication variable is 3.81. The lowest average is number 11

that employees feel afraid when communicating with leaders who tend to ignore suggestions and input from others with 3.57. The highest average is number 14 that employees have a good relationship with the staff in the company with 4.19.

Table 15 shows the average of work discipline

**Table 14.** Respondent data based on communication variable (X2)

No.	Statements	The Answer Criteria					Total	Em- ployee's Number	Mean Scores
		SA 5	A 4	D 3	LS 2	DA 1			
1	The information conveyed by superiors is clear	19	29	17	4	1	271	70	3.87
2	Employees understand the tasks and information submitted by superiors	15	33	17	4	1	267	70	3.81
3	There is a good interaction between management and employees	9	36	22	3	0	261	70	3.73
4	Employees receive and carry out the results of the joint meeting	13	26	25	6	0	256	70	3.66
5	Communication takes place comfortably and feels positive emotions as a result of communicating with superiors	9	33	23	6	0	253	70	3.61
6	Employees are understood by superiors	10	32	21	7	0	255	70	3.64
7	Flexible and pleasant communication makes employees enthusiastic in carrying out orders from superiors	13	30	22	5	0	261	70	3.73
8	Employees often participate in conversations about problems in the office	11	31	25	3	0	260	70	3.71
9	Poor communication makes employees lazy to work	18	29	20	3	0	272	70	3.89

10	Employees will carry out the tasks assigned by their superiors if the information conveyed is clear	20	26	19	3	2	269	70	3.84
11	Employees feel afraid when communicating with leaders who tend to ignore suggestions and input from others	5	33	29	3	0	250	70	3.57
12	With good communication between leaders and employees, it will create a good working environment	20	21	13	14	0	259	70	3.70
13	Good communication will improve employee coordination	30	31	18	1	0	290	70	4.14
14	Employees have a good relationship with the staff in the company	26	31	31	0	0	293	70	4.19
15	Employee sales will increase if communication goes well	11	40	40	2	0	270	70	3.86
16	Employees always give their best for the company's customer service	16	37	37	0	0	279	70	3.99
Total		244	490	318	64	4	4266	1120	Average
Percentages		21.8	43.8	28.4	5.7	0.4	100	Average	3.81

Source: Self-processed primary data.

**Table 15.** Respondent data based on work discipline variable (X3)

No.	Statements	The Answer Criteria					Total	Em- ployee's Num- ber	Mean Scores
		SA 5	A 4	D 3	LS 2	DA 1			
1	Employees know the goals that employees will achieve	21	5	40	4	0	253	70	3.61
2	The work given by the boss is in accordance with the employee's abilities	16	31	20	3	0	270	70	3.86
3	Employee leaders are good leaders honest and fair	19	29	15	5	2	268	70	3.83
4	Leaders have set a good example	16	28	20	5	1	263	70	3.76
5	Basic salary paid punctually on time as expected	22	32	13	3	0	283	70	4.04
6	There is a chance to get promoted	17	32	17	3	1	271	70	3.87
7	Receive rewards when employees achieve targets	16	29	18	5	2	262	70	3.74
8	Get punished if the employee does not reach the target	17	31	18	3	1	270	70	3.86
9	Leaders monitor the behavior, morals, attitudes and work performance of their subordinates	15	36	13	4	2	268	70	3.83
10	Leaders help employees when employees have difficulties	13	32	17	7	1	259	70	3.70
11	Punish employees for arriving late	33	22	8	7	0	291	70	4.16
12	The punishment given is heavy so that employees don't want to violate it again	31	29	10	0	0	301	70	4.30
13	Punish employees in accordance with the sanctions that have been set	20	32	17	1	0	281	70	4.01
14	Give a warning when breaking the rules	15	12	36	7	0	245	70	3.50
15	Leaders create good relationships with employees	31	27	11	1	0	298	70	4.26

16	Leaders establish good relations with employees without exception so that they can motivate employees to comply with existing regulations	26	8	32	4	0	266	70	3.80
Total		328	415	305	31	10	4349	1120	Average
Percentages		29.3	37.1	27.2	5.5	0.9	100	Average	3.88

Source: Self-processed primary data.

is 3.88. The lowest average is number 14 that give a warning when breaking the rules with 3.50. The highest average is number 15 that leaders create good relationships with employees with 4.26.

Table 16 shows that the average of employee performance is 3.68. The lowest average is number 2 that employees do a job carefully and thoroughly with 3.34. The highest average is number 8 that employees are able to complete work targets well and on time with 4.24.

Table 17 explains that the regression equation  $Y = 28.490 + 0.581X1$  can be obtained. From the above equation, The constant value of 28.490 means that if the motivation variable (X1) does not exist, then there is an employee performance value (Y) of 28.490 points. The value of the motivation regression coefficient (X1) of 0.581 means that if the constant is constant and there is no change in communication (X2) and work discipline (X3), then every 1 unit change in the motivation variable (X1) will result in a change in employee performance (Y) of 0.581 points.

Table 18 shows that the regression equation  $Y = 27.148 + 0.574X2$  can be obtained. From the above equation, The constant value of 27.148 means that if there is no communication (X2), then there has been an employee performance value (Y) of 27.148 points. The value of the communication regression coefficient (X2) of 0.574 means that if the constant is fixed and there is no change in the motivation variable (X1) and work discipline (X3) then every 1 unit change in the communication variable (X2) will result in a change in employee performance (Y) of 0.574 points.

Based on the results of the regression calculations in the table above, the regression

equation  $Y = 22.162 + 0.679X3$  can be obtained. From the above equation, The constant value of 22.162 means that if there is no work discipline (X3), then there is already an employee performance value (Y) of 22,162 points. The value of the work discipline regression coefficient (X3) of 0.679 means that if the constant is fixed and there is no change in the motivation variable (X1) and communication (X2) then every 1 unit change in the work discipline variable (X3) will result in a change in employee performance. (Y) of 0.679 points.

Based on the results of the analysis of the regression calculations in the table above, it can be obtained the regression equation  $Y = -1.172 + 0.169X1 + 0.462X2 + 0.432X3$ . The constant value of -1.172 means that if the motivation (X1), communication (x2) and work discipline (X3) variables do not exist, then there is an employee performance value (Y) of -1.172 points. The value of motivation (X1) 0.169 means that if the constant is fixed and there is no change in the communication variable (X2) and work discipline (X3), then every 1 unit change in the motivation variable (X1) will result in a change in employee performance (Y) of -1,172 points. The communication value (X2) 0.462 means that if the constant is fixed and there is no change in the motivation variable (X1) and work discipline (X3), then every 1 unit change in the communication variable (X2) will result in a change in employee performance (Y) of 0.462 points. The value of work discipline (X3) 0.432 means that if the constant is fixed and there is no change in the motivation variable (X1) and communication (X2), then every 1 unit change in the work discipline variable (X3) will result in a change in employee performance (Y) of 0.432 points.

**Table 16.** Respondent data based on employees performance (Y)

No.	Statements	The Answer Criterions					Total	Em- ployee's Number	Mean Scores
		SA 5	A 4	D 3	LS 2	DA 1			
1	With the knowledge that employees have, employees can master the fields and tasks that employees do with good results	13	39	15	3	0	272	70	3.89
2	Employees do a job carefully and thoroughly	13	3	49	5	0	234	70	3.34
3	The company encourages employees to produce optimal quality of work	8	29	19	14	0	241	70	3.44
4	Employees are able to complete tasks in accordance with the instructions of superiors	10	24	30	6	0	248	70	3.54
5	The level of achievement of the volume of work that employees produce is in accordance with company expectations	5	31	33	1	0	250	70	3.57
6	The quantity of work provided is in accordance with the company's expectations	9	26	31	4	0	250	70	3.57
7	Employees can work according to the targets set by the company	10	37	12	11	0	256	70	3.66
8	Employees are able to complete work targets good and punctual	34	22	11	3	0	297	70	4.24
9	Employees perform tasks accurately and without errors	14	33	18	5	0	266	70	3.80
10	Employees carry out tasks in accordance with the job description	10	21	37	2	0	249	70	3.56
11	Employees always minimize mistakes at work	7	34	26	3	0	255	70	3.64
12	Employees always try to do their best	19	9	40	2	0	255	70	3.64

13	Employees do their job with full responsibility	29	27	14	0	0	295	70	4.21
14	All forms of work errors are the responsibility of the employee	10	19	32	9	0	240	70	3.43
15	Employees try their best to complete the assigned tasks	17	20	21	12	0	252	70	3.60
16	Employees are responsible for the work given to completion	24	15	19	12	0	261	70	3.73
Total		232	389	407	92	0	4121	1120	Rata2
Percentages		20.7	34.7	36.3	8.2	0.0	100	Rata2	3.68

Source: Self-processed primary data.

**Table 17.** Simple linear regression test results motivation variable (X1) against employee performance (Y)

		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	28.490	5.903		4.827 .000
	Motivation (X1)	.581	.101	.571	5.740 .000

Dependent Variable: Employee Performance (Y).

**Table 18.** Simple linear regression test results communication variable (X2) against employee performance (Y)

		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	27.148	6.685		4.061 .000
	Communication (X2)	.574	.109	.538	5.264 .000

Dependent Variable: Employee Performance (Y).

**Table 19.** Simple linear regression test results communication variable (X3)

		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	22.162	5.737		3.863 .000
	Work Discipline (X3)	.679	.097	.648	7.012 .000

Dependent Variable: Employee Performance (Y).

**Table 20.** Results of multiple regression testing variables of motivation (X1), communication (X3) and work discipline (X3) against employee performance (Y)

		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.172	6.581			
	Motivation (X1)	.169	.164	.166	1.028	.308
	Communication (X2)	.462	.087	.433	5.328	.000
	Work Discipline (X3)	.432	.172	.412	2.512	.014

Dependent Variable: Employee Performance (Y).

**Table 21.** Correlations and coefficient determination

Variables	Correlations (R)	Coefficient Determinations (R2)
Motivation	0.571	0.326
Communication	0.538	0.290
Work Discipline	0.648	0.420
Combination	0.771	0.594

Dependent Variable: Employee Performance (Y).

Table 21 shows the independent variables that have the lowest correlations and coefficient determinations are communication, motivation and work discipline and the combination has more explain than others. The correlations and coefficient determinations between motivation and employee performance are 0.571 and 0.326 consecutively; communication and employee performance are 0.538 and 0.290; work discipline and employee performance are 0.648 and 0.420; and among them are 0.771 and 0.594.

## DISCUSSION

### The Effect of Motivation (X1) on Employee Performance (Y)

Based on the results of the analysis, the value of the regression equation  $Y = 28.490 + 0.581X1$ , the correlation coefficient of 0.571 means that the two variables have a moderate relationship. Determination value or the influence contribution is 0.326 or 32.6%. Hypothesis testing the value of  $t$  arithmetic  $>$   $t$  table or  $(5.740 > 1.995)$ . It means that there is a significantly significant effect partial between motivation on employee performance at Alfa and Omega Company.

### The Effect of Communication (X2) on Employee Performance (Y)

Based on the test results, the value of the regression equation  $Y = 27,148 + 0,574X2$ , the correlation coefficient of 0,538 means that the two variables have a moderate level of relationship. The value of determination or contribution of influence is 0.290 or 29%. Hypothesis test obtained value of  $t$  count  $>$   $t$  table or  $(5.264 > 1.995)$ . It is meaning that there is a partially significant effect between communication on employee performance at Alfa and Omega Company.

### The Effect of Communication (X2) on Employee Performance (Y)

Based on the test results, the value of the regression equation  $Y = 22.162 + 0.679X3$ , the correlation coefficient of 0.648 means that the two variables have a strong relationship level. The value of determination or contribution of influence is 0.420 or 42%. Hypothesis test obtained value of  $t$  count  $>$   $t$  table or  $(7.012 > 1.995)$ . Thus, it is meaning that there is a partially significant influence between work discipline on employee performance at PT. Alpha and Omega.

### The Influence of Motivation (X1), Communication (X2) and Work Discipline (X3) on Employee Performance (Y)

Based on the results of the study, it shows that

motivation (X1), communication (X2) and work discipline (X3) have a positive effect on employee performance with the regression equation  $Y = -1.172 + 0.169X1 + 0.462X2 + 0.432X3$ . The value of the correlation coefficient or the level of influence between the independent variable and the dependent variable was obtained at 0.771, which means that it has a strong relationship. The value of the coefficient of determination or contribution of influence simultaneously is 59.4%. Hypothesis testing is obtained by the calculated F value > Ftable or (32.231 > 2.740). Thus H0 is rejected and H4 is accepted. This means that there is a significant influence simultaneously between motivation, communication and work discipline on employee performance at PT. Alpha and Omega

## CONCLUSION

All in all, motivation, communication, and work discipline have significant effects on employees' performance partially and simultaneously with the regression equation  $Y = 28.490 + 0.581X1$ , having a correlation coefficient of 32.6%. Hypothesis test obtained t count > t table or (5.740 > 1.995) meaning that there is a significant influence between motivation on employee performance.

Communication has a significant effect on employee performance with the regression equation  $Y = 27,148 + 0,574X2$ , has a correlation coefficient of 29%. Hypothesis test obtained t count > t table or (5.264 > 1.995) meaning that there is a significant influence between communication on employee performance.

Work discipline has a significant effect on employee performance with the regression equation  $Y = 22.162 + 0.679X3$ , has a correlation coefficient of 42%. Hypothesis test obtained t count > t table or (7.012 > 1.995) meaning that there is a significant influence between work discipline on employee performance.

Motivation, Communication and Work Discipline have a significant effect on Employee Performance with the regression equation  $Y = -1.172 + 0.169X1 + 0.462X2 + 0.432X3$ . has a coefficient of determination relationship level

of 59.4%. Hypothesis test obtained value of F arithmetic > F table or (32.231 > 2.740) meaning that there is a simultaneous significant influence between motivation, communication and work discipline on employee performance at Alpha and Omega Company.

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