THE EFFECT OF COMMUNICATION ON EMPLOYEE PERFORMANCE AT CENTER OFFICE OF HASANUDDIN UNIVERSITY WITH MOTIVATION AS INTERVENING VARIABLES

1Herlina Irad, 2Mahlia Muis, 3Wahda

1Universitas Hasanuddin (herlinairad2000@gmail.com)
2Magister Manajemen Fakultas Ekonomi dan Bisnis Universitas Hasanuddin (mahliamuis@yahoo.com)
3Magister Manajemen Fakultas Ekonomi dan Bisnis Universitas Hasanuddin (iwarasjid@gmail.com)

Abstract.
National education institutions should be able to compete this globalization era. This study aims to determine the effect of communication on performance with motivation as an intervening variable at Center Office of Hasanuddin University. This research is quantitative descriptive using primary data in the form of a questionnaire. The population in this study were 214, of the population taken by using the Slovin technique of 139 people with random sampling. Data were analyzed using path analysis with SPSS version 25. Structural equation test results show that all variables have a positive or direct effect because all beta values are positive. The results of partial testing (T test) showed that all the variables had a significant effect because all variables had tcounts greater than ttable. Simultaneous test results (F test) found that communication, motivation and discipline simultaneously influence (simultaneously) on employee performance because the value of Fcount is greater than Ftable. The conclusion from this study is that the variables of communication and motivation have a positive and significant effect on employee performance.

Keywords: Leadership Style, Work Motivation, Competence, Employee Performance, Civil Servants

Introduction
National institutions of education should engage in social, cultural, political and economic interactions in general. It is essential that the world of education make a positive contribution to comprehensive development especially in the in dealing with various challenges of the age of globalization that affect all aspects of human life nowadays.

Performance has a broader meaning, not only as a result of work, but about what will be done and how to do it. Wibowo (2011) according to Armstrong and Baron "Performance is the result of work that has a strong ties with to the organization’s strategic goals, customer satisfaction and economic contribution. Yuli (2005) states that "Performance is the result of quality and quantity that an employee achieves in carrying out his or her duties according to the responsibilities given to him.”

William's Convergence Theory. Stern in Mangkunegara (2006) suggested that the factors that determine performance in organizations are individual factors and organizational communication factors. The individual factor, psychologically, a normal individual is one with high integrity between psychic (spiritual) and physical (corporeal) functions. Organizational communication is influenced much by Frederick Taylor's theory (Mifta Thoha, 2012) and Max Weber's theory (Mifta Thoha, 2012) who sees that communication in organizations is clearly governed by standard. In the '60s and '70s the organization's perspective as a system developed, the next development of the '80s of society was confused.
with rationality and in the system's view. This is where the cultural view emerged saw in organizations the history, values, rituals and behavior of members of the organization. Communication includes all activities that a person performs when he or she wants to change other's mind. Communication is a process that contains expression, hearing and understanding. Besides, emphasizing the social aspects of communication, (Mehmet & Gul :2011). Organizations whose employees had low motivation were extremely decreased performance because their employees were not trying harder to maintain the organization's stability. Unstable organizations ultimately performing poorly (uwais, et., al: 2018).

LITERATURE REVIEW

Performance

Performance as a result of an individual or group's work/activity function in an organization influenced by various factors to achieve the organization's goals within a given time period (Tika, 2006). However, according to Rivai and Basri (2005) performance is the willingness of an individual or group to do an activity and perfect it the same responsibilities as the expected results. According to Bambang Guritno and Waridin (2005) performance is a comparison of work results achieved by employees with predetermined standards. The judge (2006) defines performance as the work that the individual achieves by that individual's role or duty in a company at a given period of time, that is associated with a particular measure of the value or standard of the company that the individual works for. Performance is a comparison of work results achieved by employees with established standards (Masrukhin and Waridin, 2004).

Work motivation

Robbins (2002) asserts that communication must also be understood, therefore communication must include both, transmission and understanding of meaning. Communication is an important element in organizational life, both in terms of administrative and management processes and the involvement of all parties in an organization. The more advanced an organization, the more tasks are obtained. Therefore, one way to resolve many tasks related to an organization's growth and development is by internal communication between leaders and subordinates in completing administrative tasks to achieve efficiency (Mulyana: 2002). Communication is a process of establish meaning between two or more people. So, communication not only understands the meaning of the language but, it also the sense of the conjunction of words that have been drawn together to establish a certain understanding (Tubbs and Moss: 2005).

Competence

Rivai (2004) contends that motivation is a set of attitudes and values that influence an individual to achieve specific things according to the individual goals. Motivation is a willingness to do high-intensity efforts to achieve the goals of organizations that are conditioned by the ability of the business to satisfy the needs of a several of individuals (Robins and Mary, 2005). Motivation is a psychological factor that shows an individual's interest in work, feeling satisfied and partly responsible for the activity or work performed (Masrukhin and Waridin, 2004). However, Hasibuan (2004) argues that motivation is one of the causes, channel and supports human behavior, so they want to work hard and enthusiastically achieve optimal results. Motivation is something that makes you act or behave in certain ways (Hartati, Gunawan, & Munir, 2017).
RESEARCH METHODS

The design of this study is explanatory (defining / giving information) of research derived from the agency used as an object of study, Hasanuddin University, and used a questionnaire as a data-collection technique by giving the responders a set of questions or written questions to answer. This method was selected because it is an efficient data collection technique (Sugiyono, 2002).

Research Location and Time

The research is located at the Hasanuddin University Headquarters located at Jl. Perintis Kemerdekaan KM.10, Tamalanrea Indah, Kec. Tamalanrea, Makassar City, South Sulawesi 90245 with a research period of approximately 3 months effective.

Population and Sample

The population in this study were all employees at the Hasanuddin University Headquarters of 214 people from the Civil Servants (PNS)

The sampling technique is done randomly (random sampling) in which all respondents included in this research are Civil Servants (PNS) at the Hasanuddin University Headquarters. The calculation of the number of samples that will be used in distributing questionnaires by the Slovin formula (Umar: 2008).

\[ n = \frac{N}{1 + Ne^2} \]

Example:

- n: number of samples
- N: total population
- e: error tolerance

\[ n = \frac{214}{1 + 214 \times 0.05^2} \]
\[ = 139,41 = 139 \text{ Respondents} \]

Then the sample in this study amounted to 139 people.

Method of collecting data

To obtain data in this study, several data collection techniques were used as follows:

1. Observation

   Observation or scan is one of the methods in collecting data when making a scientific paper. Nawawi and Martini revealed that observation is sighting and also systematic recording of the elements that appear in a symptom or symptoms that appear in an object of research.

2. Documentation

   The document is a record of events that have already passed. Documents can be in the form of writings, drawings or monumental works of a person. Documents in the form of written examples are diaries, life histories, stories, biographies, regulations, policies. Documents in the form of drawings, for example photos, live drawings, sketches and others. Documents in the form of works, for example katya art, which can be in the form of drawings, statues, films, and others. The document study is a complement to the use of observation and interview methods in qualitative research.

3. Interview

   Esterberg (2002) defines the interview as follows: "a meeting of two pesons to exchange information and ideas through questions and responses, resulting in communication and joining constructs of meaning about a particular topic". Interview is a meeting of two people to exchange information and ideas through question and answer, so that it can be constructed of meaning in a particular topic.

4. Questionnaire

   According to Sugiyono (2011), a questionnaire or questionnaire is a data
collection technique that is done by giving a set of questions or written statements to respondents to answer. Questionnaire is an efficient data collection technique if the researcher knows with certainty the variables to be measured and knows that cannot be expected from respondents.

**Data Analysis**

To solve the main problems faced in this study, the following analysis methods are used:

1. **Descriptive Analysis** is an analysis that describes the responses of respondents regarding the effect of communication, motivation and discipline on performance by mentioning a questionnaire to Civil Servants (PNS) who work at the Hasanuddin University headquarters and become a sample in this study.

2. **Path Analysis (PA)** is a development of regression analysis, so that regression analysis can be said as a special form of path analysis (Regression is a special Case of Path Analysis). Path analysis is used to describe and test the model of relationships between variables in the form of causation (not the form of interactive / reciprocal relationships). Thus in the relationship model between these variables, there are independent variables which in this case are called exogenous variables, and the dependent variable which is also called endogenous variables. Through this path analysis will be found which path is the most appropriate and brief an independent variable towards the last dependent variable. (Sugiyono, 2013: 297).

**RESULTS AND DISCUSSION**

**Research Instrument Test**

From the results of the validity test all statements of this research variable stated that the validity because the value of \( r \) count is greater than the value of \( r \) table. Whereas for testing the reliability of all variables declared reliable because the Cronbach's alpha value of all the variables that have been tested has a value above 0.60, it can be concluded that all the variables in this study were declared reliable.

**Hypothesis Test (Path coefficient)**

Hypothesis testing in this study uses path analysis with intervening variables. In the path analysis there is a path coefficient. The path coefficient shows the strong influence of the independent (exogenous) variable on the dependent (endogenous) variable. According to Sugiyono (2013: 302) if the path coefficient is low, and the number is below 0.05, then the influence of the path is considered low so that it can be eliminated. The results of data analysis using path analysis using the SPSS 25 program are as follows:
Table 1  
Summary of Pathway Estimation Estimates 
Effect of Communication on Motivation  
and its impact on performance

| Causal Relations between Variables | Path coefficient | T value calculated | Test results | Ket |
|----------------------------------|------------------|-------------------|-------------|-----|
| Communication to Motivation      | 0.501            | 6.784             | 0.000       | High Path coefficient |
| Communication to Performance     | 0.151            | 2.196             | 0.030       | High Path coefficient |
| Motivation to Performance        | 0.447            | 5.385             | 0.000       | High Path coefficient |

Source: data processed (2019)

Refer to table 1, for the causal relationship between the communication variable to the motivation variable where the path coefficient value is 0.501 with significant test results. Then for the causal relationship of the communication variable to the employee performance variable with a path coefficient value of 0.151 and a significant test result, this coefficient value is the lowest value among the other coefficient values which means that it is necessary to increase communication in the organization so that employees are able to discipline in work. The causal relationship between work motivation and employee performance variable with a path coefficient value of 0.447 and significant test results.

Table 2  
Summary of Estimated Structural Equations 
Effect of Communication on Motivation and Discipline as well  
Impact on Employee Performance

| Structural Model | Structural Equation Estimates |
|------------------|-------------------------------|
| Y1 = b1 X + ε1   | Y1 = 0.501X + ε1             |
| Y3 = b1X+b2Y1+ε3 | Y3 = 0.151X+0.447Y1+ε3       |

Source: data processed (2019)

Referring to table 2, we get the value of the effect of communication on motivation that is positive or direct effect, where when communication increases by one unit then motivation increases by 0.501 or when communication falls by one unit then motivation also decreases by 0.501. The effect of communication on employee performance is positive or unidirectional ie every increase of one unit of communication will increase performance by 0.151 or every decrease of communication will reduce employee performance by 0.151, this value is the lowest value which means that there is an need for communication improvement in the organization so performance can be further improved.
Hypothesis Test (t test)

T test is used to determine the effect of each variable, namely communication and motivation and work discipline partially affect employee performance. Testing is done by looking at the level of significance (P value). If the significance level resulting from the calculation is below 0.05 then the hypothesis is accepted, conversely if the significance level of the t-test results is greater than 0.05, the hypothesis is rejected. The results of the t test calculation can be seen in the following table:

| NO | Independent Variable | Dependent Variable | tcount | ttable | Sig. | Explanation |
|----|----------------------|--------------------|--------|--------|------|-------------|
| 1  | Communication        | Performance        | 2.196  | 1.977  | 0.030| Significant |
| 2  | Motivation           | Performance        | 5.385  | 1.977  | 0.000| Significant |

Source: Data Processed (2020)

Based on table 3, it can be seen that the results of testing the hypothesis regarding communication have a tcount = 2.196 with a significance level of 0.030. T value is greater than t table of 1.977 (2.196> 1.977) and the significant level is smaller than 0.05 which means that communication has a significant effect on employee performance. Work motivation variable is obtained tcount = 5.385 with a significance level of 0.000. T value is greater than the table of 1.977 (5.385> 1.977) and the significance level is smaller than 0.05 which means that motivation has a significant effect on employee performance.

Simultaneous Testing (Test F)

The f test is used to determine the effect of simultaneously variable namely communication and motivation and work discipline simultaneously affect employee performance. Testing is done by comparing the values of F arithmetic and F table. If the F count value is greater than F table, it gives a significant influence on the dependent variable. The results of the f test calculations can be seen in the following table:
Based on table 5.19 above, it appears that the results of statistical calculations show the value of Fcount = 50.384 > Ftable = 2.670 using a significance limit of 0.05, then the table above obtained a significance value of less than 0.05, this can be concluded that communication, motivation and work discipline have a simultaneous effect (synchronously) on employee performance.

Coefficient of Determination (R2)

The test results of determination using SPSS 25 are as follows:

| Effect | Relationship of Variables and Path Value Coefficients | Total         |
|--------|--------------------------------------------------------|---------------|
| Direct | Communication to Performance (0.473)                   | 0.473 (47.3%) |
| Indirect | Communication to Motivation Motivation to Performance (0.501, 0.447) | 0.223 (22.3%) |
|        | Direct and Indirect results                           | 0.696 (69.6%) |
|        | Effect of other variables $\varepsilon$ on Y3         | 0.314 (31.4%) |
|        | Total                                                 | 100%          |

Referring to the calculation results in table 6 above, for the relationship of variables with the path coefficient value of the communication variable to the employee performance variable it can be shown that the direct effect in this study was 47.3%, the indirect effect of the work communication variable through the work motivation variable on the performance variable employees must be calculated by multiplying the coefficient of communication path to work motivation by the coefficient of work motivation (Y1) to employee performance (Y3), namely (0.501) x (0.447) = 0.223 by 22.3%. The conclusion from table 6, shows that the total effect of communication variables on work motivation and work discipline as well as its impact on employee performance by 69.6% and 31.4% is the effect of other variables on employee performance not raised in this study.

CONCLUSIONS

Based on the results of the structural equation, it can be concluded that communication has a positive or direct effect on motivation, communication and motivation have a positive effect on employee performance at the Hasanuddin University Headquarters. Based on the t test, communication has a significant effect on motivation. Communication
and motivation have a significant effect on employee performance. Simultaneously, communication and motivation simultaneously influence the performance of employees at the Hasanuddin University Headquarters.

REFERENCES

Abdussamad, Zuchri. 2015. The Influence of Communication Climate on the Employees’ Performance at Government Agencies in Gorontalo City (An Indonesian Case Study) Asia Pacific Journal of Multidisciplinary Research Vol. 3 No.5,19-27 December 2015 Part I P-ISSN 2350-7756 E-ISSN 2350-8442 www.apjmr.com

Ali, Amjad., Bin, Li Zhong., Piang, Huang Jian., Zulfiqar Ali. 2016. The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. International Journal of Academic Research in Business and Social Sciences 2016, Vol. 6, No. 9 ISSN: 2222-6990.

Cole, Shawn., Kartini Shastry. 2009. Smart money: The eet of education, cognitive ability, and nancial literacy on nancial market participation, Working paper no. 09-071, Harvard Business School.

Hartati, Gunawan, B., & Munir, A. R. (2017). The Effect of Work Motivation, Work Discipline, and Competence on Employee Performance at the Department of Water Management, Mining and Energy Soppeng Regency. Jurnal Mirai Management, 1(2), 227-237.

Mehmet, nce., Gul, Hasan. 2011. The Role of the Organizational Communication on Employees’ Perception of Justice: A Sample of Public Institution from Turkey. European Journal of Social Sciences – Volume 21, Number 1 (2011).

Mukhlis., Supriyadi. 2018. Desain Sistem Manajemen Risiko pada Perguruan Tinggi Negeri Badan Hukum (PTN BH) Studi Kasus pada Universitas Gadjah Mada Journal of Applied Accounting and Taxation Article History Vol. 3, No. 2, October 2018, 158-167 Received September, 2018 e-ISSN: 2548-9925 Accepted September, 2018.

Mutuku, Claire Katunge., Mathooko, Petronilla. 2014. Effects Of Organizational Communication On Employee Motivation: A Case Study Of Nokia Siemens Networks Kenya. International Academic Journal of Information Sciences and Project Management | Volume 1, Issue 3, pp. 28-62 International Academic Journals.

Robbins, S. P., 2003, Perilaku Organisasi, Jilid 1, Edisi Indonesia, PT. Indeks Kelompok Gramedia, Jakarta.

Rusniati. 2015. Pendidikan Nasional dan Tantangan Globalisasi: Kajian kritis terhadap pemikiran A. Malik Fajar. Jurnal Ilmiah DIDAKTIKA Agustus 2015 Vol. 16, NO. 1, 105-128.

Shonubi,A.O., akintaro, A.A. 2016. The Impact Of Effective Communication On Organizational Performance. The International Journal of Social Sciences and Humanities Invention Volume 3 issue 3 2016 page no.1904-1914 ISSN: 2349-2031.

Timpe, A.D., 2002, Kinerja; Seri Manajemen Sumber Daya Manusia, Edisi 1, Diterjemahkan Oleh Sofyan Cikmat, Elex Media Komputindo, Jakarta.

Uwais, Mohammed H., Gabriel, Okpe., Oleabhielle E. Paul. 2018. The Effect of Motivation on Workers Output. IOSR Journal Of Humanities And Social Science (IOSR-JHSS)Volume 23, Issue 9, Ver. 8 (September. 2018) 31-37e-ISSN: 2279-0837, p-
Wayong, Moh. 2017. Menuju Era Globalisasi Pendidikan: Tantangan dan Harapan bagi Perguruan Tinggi di Tanah Air. Volume VI, Nomor 2, Juli - Desember 2017.