

## **The influence of Organizational Communication, Work Motivation, and Self-Efficacy on Employee Performance in PT Angkasa Pura Logistik Semarang**

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### **ABSTRACT**

The aspect of human resources or employees is an important factor that must be considered in the company. Human resources are the main assets for the company as active actors in various activities in the organization. Many companies provide logistic services such as warehousing, transportation services, freight services, etc. One company that used the service of logistic provider is PT Angkasa Pura Logistik Semarang. Due to the large number of logistic companies, PT Angkasa Pura Logistik Semarang needs to improve its employees' performance to compete in the logistics industry. Therefore, they must pay more attention to organizational communication, work motivation, and self-efficacy of their employees. The purpose of this research is to analyze the influence of organizational communication, work motivation, and self-efficacy on employee performance in PT Angkasa Pura Logistik Semarang. The research model was used multiple linear regression and SPSS 25. The sampling method used was simple random sampling. The questionnaire was distributed to 50 samples of staff in PT Angkasa Pura Logistik Semarang. The results showed that organizational communication had a positive and significantly influenced employee performance with a significant value of  $0.011 < 0.025$  and the t value of  $2.640 > t$  table 2.01290. The variable of work motivation had a positive and significant influence on employee performance with a significant value of  $0.013 < 0.025$  and the t value of  $2.583 > t$  table 2.01290. The self-efficacy variable had a positive and significant influence on employee performance with a significant value of  $0.023 < 0.025$  and the t value of  $2.360 > t$  table 2.01290.

**Keywords: Organizational Communication, Work Motivation, Self-Efficacy, Employee Performance.**

## **Pengaruh Komunikasi Organisasi, Motivasi Kerja, dan Efikasi Diri Terhadap Kinerja Karyawan di PT Angkasa Pura Logistik Semarang**

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### **Abstrak**

*Aspek sumber daya manusia atau karyawan merupakan faktor penting yang harus diperhatikan dalam perusahaan. Sumber daya manusia merupakan aset utama perusahaan sebagai pelaku aktif dalam berbagai aktivitas di organisasi. Banyak perusahaan yang menyediakan jasa logistik seperti pergudangan, jasa transportasi, jasa pengiriman barang, dll. Salah satu perusahaan yang menggunakan jasa penyedia logistik adalah PT Angkasa Pura Logistik Semarang. Mengingat banyaknya perusahaan logistik, PT Angkasa Pura Logistik Semarang perlu meningkatkan kinerja karyawannya untuk bersaing di industri logistik. Oleh karena itu, mereka harus lebih memperhatikan komunikasi organisasi, motivasi kerja, dan self-efficacy karyawannya. Tujuan penelitian ini adalah untuk menganalisis pengaruh komunikasi organisasi, motivasi kerja, dan efikasi diri terhadap kinerja karyawan di PT Angkasa Pura Logistik Semarang. Model penelitian menggunakan regresi linier berganda dan SPSS 25. Metode pengambilan sampel yang digunakan adalah simple random sampling. Kuisisioner dibagikan kepada 50 sampel karyawan di PT Angkasa Pura Logistik Semarang. Hasil penelitian menunjukkan bahwa komunikasi organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai dengan nilai signifikan  $0,011 < 0,025$  dan nilai  $t$  hitung  $2,640 > t$  tabel  $2,01290$ . Variabel motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai signifikan  $0,013 < 0,025$  dan nilai  $t$  hitung  $2,583 > t$  tabel  $2,01290$ . Variabel efikasi diri berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai signifikan  $0,023 < 0,025$  dan nilai  $t$  hitung  $2,360 > t$  tabel  $2,01290$ .*

**Kata Kunci:** *Komunikasi Organisasi, Motivasi Kerja, Self-Efficacy, Karyawan Performa.*

## INTRODUCTION

PT Angkasa Pura Logistik (APLog) is a subsidiary of PT Angkasa Pura I (Persero), a leading logistics company in Indonesia. The company's business covers from east to west Indonesia by land, air, and sea with services including Logistics, Regulated Agents, Cargo Handling, Warehousing, General Sales Agent, and Total Baggage Solution. To fulfill user needs for good logistics services, APLog is building a global network.

Based on observation during internship, there were several obstacles in improving employee performance. The main obstacle was the lack of reliable human resources given by managers because their employees pay less attention to the direction from superiors and there was some miscommunication, so it can impact the company goals. In the organization, effective communication is essential to realize the objectives of the company. In research conducted by Riono et al. (2020: 146), they stated that organizational communication had a significant positive effect on employee performance at Dr. Hospital. Soeselo, Tegal Regency. Meanwhile, a study by Syukur et al. (2019: 98) stated that organizational communication had a negative impact on the performance of the Tegal Regency DPRD Secretariat employees.

The other main factor in improving employee performance is work motivation, good motivation will give benefits to the company because with high work motivation, the achievement of company goals will be appropriately realized as expected (Suparman, 2019: 53). However, research conducted by Purnamasari (2019: 6) stated that work motivation had a negative influence and not significant to employee performance in Puskesmas. Meanwhile, the results of research by Fitriana and Siagian (2020: 187) stated that work motivation had a positive and significant effect on employee performance in PT Mitra Hosindo Sejahtera.

The work motivation is related to the ability of each individual. In carrying out a

job, the ability influences employee success. In research conducted by Nugraha (2019: 34), self-efficacy did not significantly effect employee performance CV Lucky Furnicraft, while according to a study by Nurdin et al. (2020: 48), self-efficacy had a positive and significant effect on employee performance in PT Kao Indonesia Bandung.

Based on the explanation above, this issue is considered attractive to be raised and studied more deeply, so the writer is doing research entitled "The Influence of Organizational Communication, Work Motivation, and Self-Efficacy on Employee Performance in PT Angkasa Pura Logistik Semarang".

## Research Objectives

The objectives of this research are as follows:

- a. To analyze the influence of organizational communication on employee performance in PT Angkasa Pura Logistik Semarang.
- b. To analyze the influence of work motivation on employee performance in PT Angkasa Pura Logistik Semarang.
- c. To analyze the influence of self-efficacy on employee performance in PT Angkasa Pura Logistik Semarang.
- d. To analyze the influence of organizational communication, work motivation, and self-efficacy on employee performance in PT Angkasa Pura Logistik Semarang.

## Literature Review

### Employee Performance

According to Sutedjo and Mangkunegara (2018: 123), performance is the achievement achieved by employees because they can carry out the work that the employee has trusted. Performance can be said that the result of work resulting from the employees' hard work to achieve targets. This opinion is similar to the statement by Mahmudova and Kovács (in Arifin, 2020: 577), they stated that employee performance is an important factor in the process of

achieving company goals, business performance can be reflected in the success rate of companies in meeting their goals.

**Organizational Communication**

According to Gibson (2006: 142), organizational communication is the degree or level of information about work sent by the organization to members and organizational members. Organizational communication can be defined by displaying and interpreting messages among communication units that are part of a particular organization. An organization consists of communication units in hierarchical relationships and functioning in an environment (Pace and Faules, 2013: 31).

**Work Motivation**

According to Wibowo (2010: 379), work motivation is encouragement on a series of human behavior processes in achieving goals. Meanwhile, according to Siagian (2017: 27), stated that work motivation is the most important part of developing human resources who are skilled in their respective fields to achieve the company’s goals by

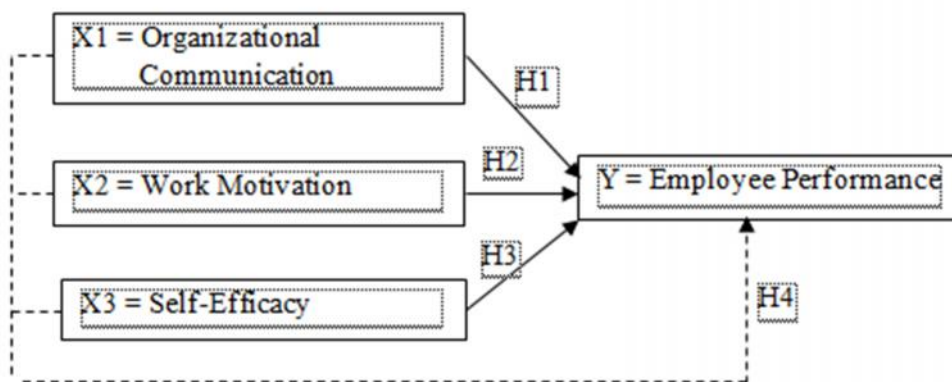
providing training that supports employee work. A series of behavioral assessments that influence individuals or divisions in achieving goals are intrinsic and extrinsic which affects the achievement of work results. Motivating a leader to his employees is very influential. According to Fathoni (2018: 132), using work motivation, the work results will be more effective and useful, both in terms of employees and for the company.

**Self-Efficacy**

According to Alwisol (2009: 287), stated that self-efficacy is a self-perception of how well a person can function in certain situations, self-efficacy is related to the belief that self can take the desired action. He also said that self-efficacy could be obtained, changed, increased, or decreased through one or a combination of four sources: performance accomplishment, vicarious experiences, social persuasion, and emotional physiological states. Indrajaya et al. (2016: 5) explained that self-efficacy is a person's belief in his ability to exercise some form of control over one's functioning and events in the environment.

**Theoretical Framework**

**Figure 1. Theoretical Framework**



Source: Developed for Research, 2020

Information:

- > = partially
- - -> = simultaneously

## METHOD

This research used quantitative research to know the influence between variables. This research aims to know the influence of Organizational Communication (X1), Work Motivation (X2), and Self-Efficacy (X3) on Employee Performance (Y) in PT Angkasa Pura Logistik Semarang.

### Population and Sample

The population in this research were all staffs in PT Angkasa Pura Logistik Semarang, while the sampling technique used was simple random sampling because there is no specific criteria for the respondents' characteristics. The sample was 50 respondents based on the calculation of the Slovin formula according to Umar (2011: 78)).

### Operational Definition Variable

#### a. Employee Performance

According to Susanti (2018: 188), indicators of employee performance are quality of work, initiative, promptness, and capability.

#### b. Organizational Communication

According to Pace dan Faules (2006:31), indicators of organizational communication are communication climate, media quality, information accessibility, information dissemination, and information load.

#### c. Work Motivation

According to Susanti (2018: 187), indicators of work motivation are physiological needs, work safety and security needs, social needs, esteem needs, and self-actualization.

#### d. Self-Efficacy

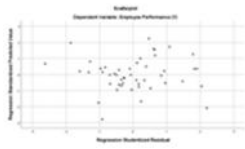
According to Smith (in Sya'dullah, 2011: 17), indicators of self-efficacy are belief of the ability to complete certain tasks, believe that can self-motivate in completing tasks, belief of the ability to try hard and persevere, believe that can face the obstacles and difficulties, and believe that can complete a problems in various situations or conditions.

## FINDING AND DISCUSSION

**Table 2. Research Results**

Test	Variable	Note	Value
Validity Test (Questionnaire)	Organizational Communication	r count > r value	
	Work Motivation	r count > r value	
	Self-Efficacy	r count > r value	
	Employee Performance	r count > r value	
Reliability Test	Organizational Communication	Cronbach's Alpha	0.699
	Work Motivation	Cronbach's Alpha	0.852
	Self-Efficacy	Cronbach's Alpha	0.877
	Employee Performance	Cronbach's Alpha	0.930

**Table 2. (to be continue)**

Normality Test (Kolmogorov-Smirnov)	Organizational Communication	Asymp. Sig.	0.200	
	Work Motivation			
	Self-Efficacy			
	Employee Performance			
Multicollinearity Test	Organizational Communication	Tolerance	0.836	
		VIF	1.196	
	Work Motivation	Tolerance	0.815	
		VIF	1.227	
	Self-Efficacy	Tolerance	0.812	
		VIF	1.232	
	Heteroscedasticity Test	Organizational Communication	Scatterplot	
		Work Motivation		
Self-Efficacy				
Employee Performance				
Linearity Test	Organizational Communication	Linearity	0.000	
		Deviation from Linearity	0.822	
	Work Motivation	Linearity	0.000	
		Deviation from Linearity	0.545	
	Self-Efficacy	Linearity	0.000	
		Deviation from Linearity	0.377	
Multiple Linear Regression Analysis	Constant		2.012	
	Organizational Communication	Coefficient Regression	0.385	
	Work Motivation	Coefficient Regression	0.305	
	Self-Efficacy	Coefficient Regression	0.277	
Partial Significancy Test (T-Test)	Organizational Communication	t count	0.011	
	Work Motivation	t count	0.013	
	Self-Efficacy	t count	0.023	
Simultant Significancy Test (F-Test)	Organizational Communication	t count	0.000	
	Work Motivation			
	Self-Efficacy			
Determination Coefficient (R2)	Organizational Communication	Adjusted R Square	0.427	
	Work Motivation			
	Self-Efficacy			

Source : Primary Data Processed by SPSS, 2020

### Instrument Test

Based on the Table 2, the validity test results showed that the  $r\text{-count} > r\text{-table}$  (0.2787) and the reliability test results showed that the organizational communication was 0.699, work motivation is 0.852, self-efficacy is 0.877, employee performance is 0.930 which greater than the Cronbach's Alpha (0.60). It can be concluded that each item statement in the questionnaire was valid and each variable was reliable.

### Classic Assumption Test

Based on Table 2, it can be known that the Asymp. Sig of One – Sample Kolmogorov Smirnov test result is 0.200, then the tolerance value of each independent variables  $> 0.1$  and the VIF  $< 10$ , the figure of scatterplot showed the dots spreaded above and below number 0 on the Y-axis, the linearity value  $< 0.05$ , and the deviation from linearity  $> 0.05$ . It can be concluded that, in this research the data normally distributed, there is no multicollinearity and heteroscedasticity, the each independent variables (X1, X2, X3) and the dependent variable (Y) have a linear relationship.

### Multiple Linear Regression Analysis

Based on the Table 2, the explanation of multiple linear regression equation as follows:

- 1) Constant = 2.012  
It means, Organizational Communication (X1), Work Motivation (X2), and Self-Efficacy (X3) on Employee Performance (Y) did not change or constant.
- 2) Organizational Communication = 0.385  
It means that, if the Organizational Communication (X1) increased, then the Employee Performance (Y) will also increased. The coefficient value of the organizational communication variable was positive, which means that the relationship between X1 and Y was positive.
- 3) Work Motivation = 0.305

It means that, if the Work Motivation (X2) increased, then the Employee Performance (Y) will also increased. The coefficient value of the work motivation variable was positive, which means that the relationship between X2 and Y was positive.

- 4) Self-Efficacy = 0.277

It means that, if the Self-Efficacy (X3) increased, then the Employee Performance (Y) will also increased. The coefficient value of the self-efficacy variable was positive, which means that the relationship between X3 and Y was positive.

### Significancy Test

#### 1) Partial Significancy Test (T-Test)

Based on the Table 2, the following results as follows:

- a) Hypothesis 1

Based on the organizational communication regression analysis (X1) in Table 2, it was found that the value of t count  $> t$  table (2.640  $>$  2.01290) and the significance value was 0.011  $<$  0.05. It means there is a positive and significant influence between organizational communication on employee performance. Hypothesis 1 stated that "There is significant positive influence between organizational communication on employee performance" which mean H1 was accepted.

- b) Hypothesis 2

Based on the work motivation regression analysis (X2) in Table 2, it was found that the value of t count  $> t$  table (2.583  $>$  2.01290) and the significance value was 0.013  $<$  0.05. It means there is a positive and significant influence between work motivation on employee performance. Hypothesis 2 stated that "There is significant positive influence between work motivation on employee performance" which mean H2 was accepted.

c) Hypothesis 3

Based on the self-efficacy regression analysis (X3) in Table 2, it was found that the value of t count  $>$  t table (2.360  $>$  2.01290) and the significant value was 0.023  $<$  0.05. It means there is a positive and significant influence between self-efficacy on employee performance. Hypothesis 3 stated that "There is significant positive influence between self-efficacy on employee performance" which mean H3 was accepted.

2) Simultant Significancy Test (F-Test)

Based on the Table 2, the F count was 13.164  $>$  F table 2.80 and the significant value was 0.000  $<$  0.05. It can be concluded that  $H_{04}$  was rejected and  $H_{a4}$  was accepted, it means that simultaneously there was a significant influence between organizational communication, work motivation, and self-efficacy on employee performance.

**Determination Coefficient (R2)**

Based on Table 2, the value of Adjusted R Square was 0.427 or 42.7%. It shows that the variables of organizational communication, work motivation, and self-efficacy were capable of contributing influence on the employee performance 42.7%, while 57.3% was influenced by the other variables outside the model or variables which were not examined in this research.

**CONCLUSION AND RECOMMENDATION**

Based on the research about the influence of organizational communication, work motivation, and self-efficacy on employee performance in PT Angkasa Pura Logistik Semarang, there are several points that can be concluded as follows:

- a. The result of this research is organizational communication, work motivation, and self-efficacy partially had a significant influence on employee performance in PT Angkasa Pura

Logistik Semarang. It can be seen on the T-Test results with the term of t value  $>$  t table. Based on the T-Test result, the organizational communication variable was 2.640  $>$  2.01290, while the work motivation variable was 2.583  $>$  2.01290, and the self-efficacy variable was 2.360  $>$  2.01290. Based on the F-Test result, the F count was 13.164  $>$  F table 2.80 and the significant value was 0.000  $<$  0.05, it means that simultaneously there was a significant influence between organizational communication, work motivation, and self-efficacy on employee performance in PT Angkasa Pura Logistik Semarang. Based on the Determination Coefficient test result, showed that variables of organizational communication, work motivation, and self-efficacy were capable of contributing influence on the employee performance 42.7%, while 57.3% was influenced by the other factors.

- b. Based on the research results, suggestions that can be applied by the company such as develop the organizational communication, provide work motivation in the form of praise and support for employees, also conduct more internal evaluations to ensure the ability of employees. Meanwhile, suggestion to the next researcher is to find the other 57.3% factors that can contribute to influence the employee performance.

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