

The Influence of Work Motivation and Organizational Communication on Performance of Health Social Security Provider (BPJS) Employees

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Abstract:

The aim of this study is to determine the relationship between organizational communication and employee motivation as well as the relationship between organizational communication and employee performance. The study's conclusions indicate that corporate communication has a limited influence on the employee performance variable. The t-test findings, which had a significance level of $0.000 < 0.05$ and a t-count value that was higher than the t-table, serve as evidence for this. The results of the t-test with a significance value of $0.000 < 0.05$ and a t-count value that is larger than the t-table suggest that work motivation partially proves that it has an effect on employee performance. Both corporate communication and work motivation have a substantial impact on employee performance. This is shown by the results of the f-test, which show an f-count value greater than f-table and a significance value of $0.000 < 0.05$.

Keywords: organizational communication, work motivation, employee performance.

Introduction

The goals of the company or organization are positively impacted by improved employee performance. Management of a corporation or organization must research the attitudes and actions of its employees. Creating a good employee atmosphere requires variables that influence the creation of an employee atmosphere, such as communication and motivation, which are well accommodated and accepted by all employees in a company. Motivation and ability are factors that influence employee performance. Every organization or business will make an effort to raise employee performance in order to meet established corporate objectives. Employee performance is improved through a variety

of strategies, including organizational communication and motivation (Busro, 2018). Employees cannot separate communication with coworkers, managers, and subordinates from their work activities in a company or organization. Effective communication can be the best way to raise employee productivity. Employees can ask their supervisors for directions on how to carry out work through communication. Subjective and objective viewpoint communication are the two categories used to classify organizational communication. From a subjective standpoint, organizational communication refers to the organizational behavior that takes place as well as how persons involved in the process interact and give the events that are taking place meaning. According to this viewpoint, communication serves as a tool that enables individuals to adapt to their surroundings (Ernika, 2016).

Employees and the desire that propels someone to carry out an action in order to get the greatest outcomes go hand in hand, in addition to communication within the firm. It follows that it is not surprising that workers who are highly motivated at work typically do well. In order for workers to deliver the highest performance, employee motivation needs to be increased (Murifal et al., 2020). Ernika claimed that it's crucial to boost employee morale in order for them to produce the outcomes that management is looking for. This can be done by using encouragement as a sort of incentive. This has also happened to the office of the Central Health and Social Security Administrative Body (BPJS), which is one of the government agencies that has received a lot of criticism lately from the wider community (Hardono et al., 2017). One of the most frequently heard criticisms is the service provided by BPJS office employees from the city level to the center. Staff services both at the regional and central levels need to be improved.

Literature Review

Performance can be regarded as the operational efficiency of a company, its departments, and its work units according to predetermined standards and criteria. the action of carrying out a visible and measurable job task. Performance is when a person behaves in a way that complies with accepted norms in order to produce the desired outcomes. Every organization has standards for carrying out work assignments, and employees are expected to be able to complete work tasks in accordance with established standards. Employee performance is the condition in which an individual carries out work that is oriented towards their goals in accordance with predetermined criteria and standards. The level of performance of employees both individually and collectively affects the success or failure of the performance that has been accomplished by the organization. assuming that a firm will perform better the better its employees perform (Hasibuan, 2017). Human relations in carrying out daily tasks cannot be separated from communication behavior. This communication behavior can be seen in several aspects of life, both when you wake up and when you fall asleep again. Communication behavior will form an organization that has goals in human daily life. Organizational communication is a communication behavior that creates perceptions in both formal and informal organizations. In a complex form of communication, the communication can lead to the same understanding so as to realize the goals of the organization. Work motivation is an important matter and is often mentioned by organizational leaders, both openly and covertly. Work motivation can affect employee support for organizational change. Work motivation is a driving force that can boost morale by energizing, guiding, and working behavior. It also motivates people to exert the level of effort required to contribute as much as possible to the organization's success in attaining its objectives (Kuspriyono, 2020).

Communication is a method of shaping organizational perceptions to keep management and employees informed about various significant matters. Communication is a method by which a person (the communicator) sends encouragement (usually verbal symbols) to change the behavior of another person (the communicant). In every organization, communication plays an important role. Many organizations have ineffective communication. This can reduce organizational performance, which in turn can lead to dissatisfaction with the results of employee performance (Prabowo et al., 2014). Motivation is an important part of advancing the quality of human resources; this is supported by the quality of human resources in good organizations, which will greatly support organizational activities. Employees with high motivation tend to like challenges, dare to take risks, are able to take responsibility, and like to work hard. Motivation to achieve career goals means that employees will have motivation to work well and even exceed their job descriptions because there is a high position to be achieved. In addition, employees will also pay attention to and improve capabilities that will support good performance, such as skills, communication, managing time, managing budgets, and leading (Pace & Faules, 2013).

Latin's word for "performance" is "job performance," which implies "work performance" or "actual performance" attained by people. Performance is the quality of task implementation that can be achieved by individuals, units, or sections by utilizing existing skills and allocated constraints to realize organizational goals (Sulistiyowati et al., 2023). Submission of information, instructions, orders, or opinions becomes part of the process of carrying out employee work tasks. Submissions can come from individuals to other individuals or from communicators to communicants. By communicating to employees what they should do, how they are performing well, and what has to be done to enhance performance if it is subpar, communication aids in the development of motivation (Risnawati, 2019). An organization tends to function better and enjoys a competitive edge when all of its members can communicate effectively within the group as well as with those outside it (Prabowo et al., 2014).

Methodology

The population in this study is comprised of 110 employees. For the sampling process in this study, a probability sampling technique was used, giving each component (member) of the population an equal chance of being selected as a sample member. Basic random sampling, proportionate stratified sampling, disproportionate stratified sampling, and area sampling (also known as cluster sampling) are some of the different probability sampling techniques. Research samples for this study came from the directorate of general affairs and human resources. 88 people work for the general directorate and human resources. The sample technique used was proportionate stratified random sampling. Multiple regression approaches and a survey method were used in this quantitative study. data gathering using questionnaires. The researchers ran a multicollinearity test, a normality test, and a heteroscedasticity test on the data to examine the traditional assumptions about how to interpret the outcomes of the questionnaire answers using a Likert scale. Multiple linear regression was employed in this study's data analysis.

Case studies

The quantity of respondent information and the persons identify, which include their sex, age, and most recent educational background, are described as follows: 60% of the respondents were men, making up 62 respondents; the remaining 40%, or 41 respondents, were women. A total of 12 responders, or 12%, were over the age of 25. In addition, respondents between the ages of 26 and 35 made up the majority of respondents (77, or 75%), followed by respondents between the ages of 36 and 55 (14, or 13%), and respondents above the age of 56 (none). None of the responders had completed high school. This is because one of the requirements given by this institution in the recruitment process is the completion of at least Diploma III (D3) for applicants. Furthermore, there were 3 respondents, or 3%, with a Diploma 3 degree, 77 respondents, or 75%, with a Bachelor's degree, and 23 respondents, or 22%, with a Master's degree.

Ten indicators that were supplied to respondents and show the indicators of these variables are used in this study to measure variable X1. This instrument demonstrates that, among organizational communication variables, indication 1, or "informing work problems," has the greatest influence since it has the greatest impact on employee performance if it is provided in a confusing manner. 11 sentences that were given to 110 respondents that provided indicators of these factors were used to measure variable X2, or work motivation, in this study. This test demonstrates that indication 5, or "the need for self-actualization," is the most important indicator for the work motivation variable. Work motivation will be impacted if this need is not satisfied. In this study, employee performance was measured as a Y variable using 14 statements that were given to 110 respondents and provided indicators of these factors. This demonstrates that the "quality" indicator has the biggest bearing on employee performance variables. Because each employee's performance can be impacted by how well they treat themselves.

The value of the association between organizational communication characteristics and worker performance before the analysis took into account the control variable (work motivation). With a correlation coefficient of 0.512 (positive) and a significance value (2-tailed) of $0.000 < 0.05$, this output shows that corporate communication and employee performance are positively and significantly correlated without the existence of a control variable (work motivation). The moderate correlation category is occupied by the correlation value of 0.512. After adding motivation

as a control variable to the analysis, the correlation value between organizational communication characteristics and worker performance. The output findings reveal a decline in the correlation coefficient value to 0.490 (still positive and in the moderate association category), as well as a significant value (2-tailed) of $0.000 < 0.05$. This shows that H_0 is rejected and H_a is accepted, proving that there is a genuine and significant relationship between organizational communication and worker performance when job motivation serves as the control variable.

It is recognized that the presence of work motivation as a control variable will affect the link between organizational communication and employee performance based on the discussion of the partial correlation test discussed above. the association between work motivation factors and employee performance before organizational communication was considered a control variable for the investigation. The correlation coefficient of 0.566 (positive) and significance value (2-tailed) of $0.000 < 0.05$ of this output indicate that work motivation and employee performance have a positive and significant association without any control variable (organizational communication). While the correlation value of 0.566 represents the moderate relationship group. After adding organizational communication as a control variable to the study, the second result, "organizational communication," displays the correlation value between work motivation variables and employee performance. As can be observed from the output's results, the correlation coefficient dropped in value to 0.490 (but is still positive and falls into the "moderate" category of closeness), and it reached a significant value (2-tailed) of $0.000 < 0.05$. This indicates that there is a considerable correlation between organizational communication as a controlling variable and worker performance. The calculated Sig. f change value is $0.00 < 0.05$, which means that H_0 is accepted and H_a is rejected and that organizational communication and work incentive factors are related to employee performance variables simultaneously. The R value, which has a modest level of closeness correlation and is 0.663, can be used to determine the strength of the association.

The employee's performance value is 36,324 if there is no organizational communication value, according to a constant. The employee performance value rises by 0.304 for every additional unit of organizational communication, according to the X1 regression coefficient of 0.304. A constant of 29,569 specifies that the employee's performance value is 29,569 if there is no organizational communication value. The employee performance value rises by 0.629 for every additional unit of organizational communication, according to the regression coefficient X2 of 0.629. Because organizational communication has a significance level of $0.000 < 0.05$ and a t-count value of $4.611 > t\text{-table } 1.987$, it is clear from the findings of hypothesis testing 1 that there is a relationship between organizational communication characteristics and employee performance. H_0 is therefore disregarded, but H_a is approved. Work motivation has a significance level of $0.000 < 0.05$ and a t-count value of $5.627 > t\text{-table } 1.987$, rejecting H_0 and accepting H , according to the results of hypothesis testing 2. It might be argued that elements influencing employee performance and job motivation are interrelated. It is obvious that corporate communication and work motivation have a magnitude of 0.440, or 44%, influence on employee performance characteristics with an R^2 or R Square value of 0.440. There is a Sig value found. When $0.000 < 0.05$ and f-count value $39.242 > f\text{-table } 3.09$ lead to H_0 being rejected and H_a being accepted, it can be inferred that organizational communication variables and work motivation have an impact on employee performance simultaneously.

Information about work problems is the most predominate indicator, according to the results of the distribution of the replies as indicated above. Information that emanates from the highest-ranking positions in a company has the potential to communicate in regard to relationships, subordinates, or in terms of clearly and efficiently communicating work. There are five different types of information that superiors frequently share with subordinates: (1) information about how to complete the task; (2) information about the justification for completing the task; (3) information about organizational policies and practices; (4) information about employee performance; and (5) information to foster a sense of belonging among the subordinate and the task. The results of this study back up earlier research that suggested organizational communication features (X1) and motivation (X2) had an impact on worker performance at PT. Inti Tractors in Samarinda at the same time. Additionally, other studies came to the same conclusion that motivation and organizational communication both simultaneously or jointly have a significant impact on the performance of employees of PT. BESS Finance Banjarmasin, as well as on the performance of remote or freelance workers.

Referring to the results of the distribution of answers described above, the most dominant indicator is the

need for self-actualization. Indicators of self-actualization in the hierarchy of life needs. Maslow is the peak of the highest need, which is the motivation for self-actualization or perfection of the pleasure of being oneself that is desired and can be felt. This can be influenced by two factors called intrinsic motivation and extrinsic motivation. The findings of this study support those of other studies, which found that the organizational communication climate had a substantial impact on employee performance at the Bank Jabar Banten Labuan Branch. Like organizational communication variables and motivational factors, which have also been the subject of other studies, communication has a substantial impact on employee performance. The effectiveness of independent contractors or remote employees is also significantly and favorably affected by organizational communication.

Referring to the results of the distribution of answers that have been described above, the most dominant indicator is quality, where the quality of employee work assignments is in accordance with company standards. Ability, motivation, assistance received, the nature of the task they do, and their relationship with the business are all factors that influence employee success. The findings of this study support earlier studies that claimed the motivational variable (X2) has an impact on employees' performance. Studies that looked at freelancers or remote employees also discovered that motivation had a significant impact, similar to earlier studies that discovered motivation has an impact on employee performance.

Conclusion

The results of the t-test, which had a significance level of $0.000 < 0.05$, and the t-count value of $4.611 > t\text{-table } 1.987$ show that employee performance characteristics (Y) are somewhat influenced by organizational communication (X1). The results of the t-test with a significance level of $0.000 < 0.05$ and the t-count value of $5.627 > t\text{-table } 1.987$ indicate that work motivation (X2) partially proves that it has an impact on employee performance attributes (Y). Employee performance (Y), the dependent variable, is significantly influenced by organizational communication (X1) and job motivation (X2) when they are combined (at the same time). The results of the f-test, which had an f-count value of $39,242 > f\text{-table } 3.09$ and a significance level of $0.000 < 0.05$, show this. The leader's explanation of the employees in plain language is the most important aspect in the organizational communication variable. Since this will have an impact on how well their employees perform, leaders are expected to continue giving staff comprehensive explanations of work practices on a regular basis. Social and group requirements are anticipated to be more entangled in the work motivation variable in order to enhance employee performance. The presence of company-provided health insurance and totally guaranteed job security is the most important aspect. It is desired that the Office will continue to offer health insurance and job safety that is ensured by the business in order to boost employee productivity. Target attainment and effectiveness are projected to be further boosted by maximizing timeliness in employee performance variables. Trying to avoid overburdening coworkers with work and optimizing potential that can help the fulfillment of work goals are factors that influence employee performance levels. In order to expand employee potential and enhance performance, the Office is anticipated to strengthen training and learning opportunities including training and seminars.

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