

The Influence Of Motivation, Organizational Communication And Job Satisfaction On The Performance Of Employees In Executive Travel Services Companies

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Abstract:

This study was carried out at one of Jakarta's transportation businesses. In this study, the dependent variable is employee performance, while the independent factors are organizational communication and motivation, the intervening variables are work satisfaction, and the intervening variables are intervening variables. Through the use of intervening factors, this study tries to ascertain the interaction between the independent variables and the dependent variable both concurrently and partially directly or indirectly. Using a basic random sampling procedure, 100 respondents made up the sample size. The route analysis approach, which is based on prior correlation and regression analysis, is used to evaluate hypotheses. The outcomes of a hypothesis test conducted on the model-1 structure demonstrate that organizational communication, motivation, and work satisfaction all concurrently have a beneficial impact on employee performance. The outcomes of a hypothesis test conducted on the model-2 structure demonstrate that organizational communication and motivational factors both positively impact work satisfaction.

Keywords: Transportation, Performance, Organizational Communication, Motivation, Work Satisfaction

Introduction

The business world is now experiencing increased competition. Many businesses would not survive a pandemic, thus businesses must make every effort to boost production, efficiency, and their capacity to develop novel ideas in order to satisfy customer demands. The current growth and expansion of the service sector will bring about substantial changes in logistics services and the transportation of products throughout the globe. Transport undoubtedly contributes to this condition, and as a result, the advancement of information technology, which boosts the effectiveness of expedition services, is causing a very quick growth in the transportation industry. In the age of globalization, expeditions are crucial to a supply chain. It will be possible for businesses (industries) to increase their marketing or distribution territories both domestically and internationally as a result of the opening of global

markets and commerce. Many businesses already offer expedition services including warehousing (rental services), transportation, freight, and so on. Thus, expedition management developed, serving to facilitate the effective and efficient movement of cargo (Anshari & Amin, 2014).

Because expedition is one of the activities that can aid work activities, its existence will improve how the business world in this sector is perceived. Without a good expedition, work would be impeded. The purpose of expedition management, a component of the supply chain, is to plan, carry out, arrange, and assist the efficient storage and delivery of commodities placed in an industry. Worldwide demand for adventure services has considerably risen. The business model will develop as a direct result of this. Expedition-based businesses will compete to offer an idea that strives to enhance value to providing their consumers. Companies in this circumstance will ensure that all business operations are efficient, concentrate more on their core capabilities, and use outsourcing to carry out tasks that have been performed correctly by the organization (Rasyid, 2017).

It promotes more economic growth when seen in the dynamic expansion of the corporate sector and the quickly rising population growth rate. As a result, there is now more intense competition among businesses, especially when it comes to promoting their goods and services to consumers. Every firm, whether it be in the manufacturing, commerce, or service industries, seeks to accomplish its objectives in line with what has been predetermined. The success of the corporation in reaching its goals depends on a variety of elements, including money (access to operational capital), machinery (advanced technology), materials (materials/facilities and infrastructure), marketing (market), and labor. Low performance is a problem associated with labor, which is also sometimes referred to as human resources (HR) (Rosadi, 2014).

High HR performance gives a firm an edge while fighting for the company itself because it is difficult for other companies to copy. Additionally, HR is a major factor in the development of the firm. Therefore, any business (organization) must constantly take this factor into account, which is involved in expedition, shipping, or freight forwarding businesses. There are 100 people with active status, according to the findings of interviews with the company's director. The cost of the delivery of the products by this expedition service is often determined by the weight of the items and the distance between cities. The cost of transporting things increases with the weight of the item and the distance traveled. The heavier the item, the more expensive it is to convey it to a certain location (Ariani, 2018).

Employee job satisfaction is one factor that influences employee performance. According to Putu et al, job satisfaction and performance have a positive and significant influence, meaning that the higher the level of satisfaction experienced by employees has an impact on high employee performance as well. When the value of employee remuneration from the firm or organization and the degree of compensation that the person in question truly desires meet, job satisfaction is an emotional state of employees. According to a pre-survey of 10 employees, it was discovered that 80% were dissatisfied with the current regulations. Based on the results of interviews with employee X, one of the company's drivers, he claimed that "lack of gasoline costs and road fees when delivering goods resulted in the driver having to pay for travel costs from his own pocket," and according to employee Y, another employee, "lack of road fees when delivering goods resulted in the driver having to pay for The pre-survey's findings provide evidence of the employees of the organization having a poor degree of job satisfaction (Cartono & Maulana, 2019).

Organizational communication is a factor that affects performance and job satisfaction in addition to job satisfaction. Organizational communication is the receiving and disseminating of various organizational messages by an individual or group of individuals from both formal and informal groups. Another factor that affects performance and job satisfaction is work motivation, motivation is a thought in carrying out activities that begin with oneself and self-adjustment as a closing. Based on the results of a pre-survey conducted by researchers, it was found that 80% of employees were less motivated at work, the results of an interview with one of the employees with the initials X stated "If I am given a job, for example sending goods, I am often lazy, if there are family interests I am more concerned with family, you could say skipping work" while according to employee with the initials Y "friends complain about inadequate company facilities, the absence of rejuvenation of operational delivery vehicles, minimal accident insurance, lack of incentives and company awards to employees who make employees". This study aims to determine the effect of organizational communication and motivation on performance with job satisfaction as an intervening variable.

Literature Review

According to Afandi, management is the process of people working together to accomplish organizational goals while implementing the planning functions of organizing, personnel, direction, leadership, and supervision. By leveraging human resources and other resources, the process may assess whether predetermined goals are achieved in order to provide more effective and efficient outputs. Planning, organizing, coordinating, and supervising/controlling already-existing resources is the process of management, which aims to achieve objectives effectively and efficiently. The science and art of management are the effective and efficient use of resources, including human resources, to achieve a goal (Goldhaber, 2015).

To deal with an unpredictable or shifting environment, an interdependent network of people engages in organizational communication. The execution and interpretation of messages among communication units that are a component of an organization is referred to as organizational communication. The exchange of messages among official and informal groups inside an organization is referred to as organizational communication. Organizational communication, according to Iriantara and Syaripudin, is the process of developing and sharing messages and information in a network with connected ties to cope with environmental unpredictability. This organizational communication may happen within the organization or it may happen with individuals outside the organization (Marsuqi & Asmuji, 2014).

In order to overcome an unpredictable or shifting environment, organizational communication may also be described as the act of developing and sharing messages within a network of interdependent connections. In contrast, according to Djuarsa's book, interpersonal communication that takes place in an organizational setting is referred to as organizational communication. When an organization is thought of as nothing more than a group of people who interact, organizational communication will therefore concentrate on symbols that will enable the life of an organization, whether in the form of words or ideas that encourage, authorize coordinate, and realize organized activities in particular situations. The relationship between communication science and organizations may be seen in its in-depth analysis of the people necessary to carry out an organization's objectives. Communication science studies how communication takes place inside an organization, including the methods used, the media used, how the process is carried out, what difficulties are there, etc. In order to give a notion of communication for a particular organization based on the kind, character, and scope of the organization while also taking into account the particular communication scenario, additional study might be based on the responses to these questions (Anshari & Amin, 2014).

The definition of organizational communication given by Pace & Faules in their book "Organizational communication strategies to improve company performance" is organizational activity that takes place and how persons participating in the process transact and give meaning to what is happening. In order to overcome an uncertain or changing environment, Goldhaber defines corporate communication as the act of developing and sharing messages in a network of interdependent connections. To deal with an unpredictable or shifting environment, an interdependent network of people engages in organizational communication. The execution and interpretation of messages among communication units that are a component of an organization is referred to as organizational communication. The exchange of messages among official and informal groups inside an organization is referred to as organizational communication. According to Thayer, there are four basic goals for organizational communication messages: to inform, persuade, control, and integrate (Rasyid, 2017).

A process that describes an individual's intensity, direction, and tenacity in pursuing his or her goals is described as motivation by Robbins et al. This description yields three crucial concepts, including persistence, direction, and intensity. Intensity describes how arduously someone strives. High intensity efforts alone won't provide the intended outcomes unless they are focused on an organization-friendly objective. To put it another way, motivation needs to have a directed component. Wexley & Yukl define motivation as anything that can arouse an employee's excitement or desire to work hard. As a result, one of the elements boosting employee morale and performance is job motivation (Rosadi, 2014).

Gibson et al. also hold the view that work motivation is defined as an internal incentive for an employee to perform or behave. In addition, Sedarmayanti views motivation as a force that influences a person's decision to act or not. This force can be good or negative and can exist both internally and externally. Work motivation is defined as a factor that fosters encouragement for and promotes work excitement. According to Stanford, motivation is a state that propels an organism toward a certain type of goal. This means that motivation is a state that propels

humans toward a particular objective. According to McClelland, motivation is a collection of internal and external variables that push someone to begin acting in a certain way, direction, intensity, or time frame (Ariani, 2018).

Employees who are satisfied with their jobs are more likely to work cheerfully, without feeling overburdened by it, and to produce the best outcomes for the business. According to Wayan, job satisfaction is an emotional condition of workers when the value of employee remuneration from the firm or organization and the degree of compensation that the employee in question truly desires meet or do not meet. Sutrisno defines job satisfaction as an employee's attitude toward their work in relation to workplace circumstances, employee collaboration, benefits earned at work, and issues including physical and psychological elements. Everyone who works expected to be satisfied at their place of employment, according to Wibowo. The level of productivity that managers expect will depend on job satisfaction. Because of this, managers need to be aware of what has to be done to increase job satisfaction among their staff members (Cartono & Maulana, 2019).

Job satisfaction is a positive, enthusiastic emotional state of mind. Workplace morale, discipline, and productivity all reflect this approach. At work, outside of work, or a combination of both, people experience job satisfaction. Meanwhile, Luthans asserts that employee judgments of how effectively their employment offers what is important are what lead to job satisfaction. Job satisfaction is said to operate to be able to boost employee morale, productivity, minimize absenteeism, promote employee loyalty, and retain people to continue working for a firm, according to Achmad et al. Employees who have good attendance and turnover rates, are non-active in labor unions, and execute their jobs better than their coworkers are more likely to be satisfied with their jobs. Employee absenteeism, work turnover, slowness in completing tasks, early resignation, involvement in labor unions, and disrupted physical and mental health of employees are all effects of dissatisfied employees on the business. The term performance can be translated to get performance. The ScribnerBantam English Dictionary, published in America and Canada in 1979, states that the term "performance" is etymologically related to the verb "perform," which means to do, run, carry out, fulfill, do (to do or carry out, execute), carry out, or perfect the duties required of someone. In contrast, the definition of the term "performance" according to Henry Bosley Woolf is "The execution of an action" (Webster New Collegiate Dictionary), whereas Webster Super New School and Office Dictionary defines it as "The act of performing; execution". Since performance is defined as the act of exhibiting or carrying out an activity, it follows that performance is frequently regarded as work appearance (or work behavior) (Ariani, 2018).

Performance, according to Colquitt et al., is a collection of employee behaviors that both favorably and adversely affect the accomplishment of corporate objectives. Although controlling behaviors are included in this definition of performance, they are subject to restrictions depending on how closely the behavior relates (or does not) to work performance. Performance is also a behavior or activity that is related to corporate goals, according to Koopmans et al. Ivancevich et al. define performance as an aspect of employee conduct at work that is intended to further organizational objectives. Although Coulter & Robbins claim that "performance is the end result of an activity," this is what they mean when they say that. According to Rue et al., an employee's degree of task achievement is referred to as performance. It illustrates how well an employee meets work criteria. Performance is the result of employee effort, aptitude, and views of the position (or task), as adjusted by these factors (Rosadi, 2014).

Performance is what workers do, not what happens. Additionally, Daft offers the following definition of performance: "Performance is defined as the organization's ability to attain its goals by using resources in an efficient and effective manner." From this perspective, it is understood that performance refers to an organization's capacity to meet its objectives through making efficient and effective use of its resources. Performance, which includes the quantity and quality of output, the proportion of work and cooperation, and what people do and do not do, has an impact on how much an employee contributes to the business. Performance is a gauge of the anticipated output in the form of an ideal (Rasyid, 2017).

Methodology

This study employs an associative research type with a quantitative methodology. This study was carried out at one of the city of Jakarta's transportation businesses, where 100 samples were taken from population, which was previously utilized in probability sampling and straightforward random sampling methods. Primary data and secondary data are the two types of data used in this study. where original data is collected via the use of questionnaires and interviews that have first undergone validity and reliability testing. While secondary data can

be found in journals or other research-supporting sources. Path analysis with regression tests and Sobel tests were used in this study's data analysis. The information is then shown using descriptive analysis.

Results

Before leading to the main hypothesis testing, the data in this study were processed in the classical assumption test to fulfill the requirements of linear regression analysis. In the normality test, it was found that the significant value of this research was obtained at $0.911 > 0.05$, which means that the data is normally distributed and has met the normality requirements in the regression model. Through P-Plot testing, it is obtained that the points follow and approach the diagonal line, meaning that the regression model fulfills the normality assumption.

Based on multicollinearity, it is known that the tolerance value of all independent variables > 0.10 and the VIF value of all independent variables < 10.00 . So based on the results of the above calculations it can be concluded that the regression equation model does not have a multicollinearity problem and can be used in this study. Meanwhile, based on the results of heteroscedasticity, it is known that there are no dots that form a certain pattern, and the dots spread above and below the number 0 on the Y axis, so there is no heteroscedasticity. Based on the results of first model path analysis tests, a multiple linear regression equation can be obtained, namely $Z = 7,127 + 0,291X_1 + 0,362X_2 + 0,311Y$

The constant value (a) is to show the value of employee performance (Y). This suggests that the value of employee performance is 7,127 if the variables organizational commitment, salary, and work happiness are taken into consideration as constants. Performance of employees is closely correlated with organizational commitment. The regression coefficient of 0.291 on the organizational communication variable (X1) indicates this. This indicates that there is a one-way link between employee performance and corporate communication. Employee performance will increase in proportion to how well the organization communicates. Employee performance directly relates to compensation. The regression coefficient on the motivation variable (X2), which is 0.362, demonstrates this. This indicates that there is a one-way link between employee performance and motivation. Whereas staff performance will increase to a greater extent the higher the job motivation. Employee performance is directly correlated with job satisfaction. The regression coefficient of 0.311 on the variable representing job satisfaction (Y) indicates this. The link between work happiness and employee performance is therefore one-way. The greater job satisfaction that is attained, the higher the performance of the workforce will be.

The results of the second Model Path Analysis show another equation, where the equation obtained in this second model is $Y = -2.338 + 0.379X_1 + 0.526X_2$. To display the value of work satisfaction (Y), we use the constant value (a). Accordingly, the value of employee work satisfaction is -2.338 when motivation and organizational communication are held constant. Job satisfaction is inversely correlated with organizational communication. The regression coefficient of 0.379 on the organizational communication variable (X1) indicates this. This indicates that there is a one-way link between work satisfaction and organizational communication. Whereas work satisfaction will rise the greater organizational communication you have. Job satisfaction is inversely correlated with motivation. The regression coefficient on the incentive variable (X2), which is 0.526, demonstrates this. This indicates that there is a one-way link between employee performance and motivation. Whereas job satisfaction will rise the greater the motivation attained.

Simultaneous testing also has two models on each test path. From the results of simultaneous calculations in the first model obtained a significance level of $0.000 < 0.05$ or $F \text{ count} = 104.862 > F \text{ table} = 2.725$. Thus it can be concluded that there is an effect of organizational communication, motivation and job satisfaction on employee performance. While in the simultaneous calculation of the second model obtained a significance level of $0.000 < 0.05$ or $F \text{ count} = 57.319 > F \text{ table} = 2.725$. Thus it can be concluded that there is an effect of organizational communication and motivation on employee performance. Partial testing or t test also has two models on each test line. From the results of partial calculations on the first model, the first thing to do is compare t count with t table by which is obtained from t table with the formula df and alpha 0.05 t table of 1.992. The organizational communication variable (X1) has an impact on employee performance (Y), and the results of the t test for this relationship reveal a significant value of 0.000. This value is less than 0.05 (0.000 0.05), and t count is higher than t table (4.003 1.992). This demonstrates that the research's hypothesis accepts Ha1 while rejecting H01. It follows that Ha1 states that "employee performance is partially influenced by organizational communication." The employee performance variable (X2) on which the t test was performed has a significant value of 0.000, which is less than 0.05 (0.000 0.05), and the t count is higher than the t table (5.163 > 1.992). This demonstrates that the theory put

forward in this study accepts Ha2 and rejects H02. As a result, it suggests that Ha2 "motivation has a significant effect partially on employee performance". Thus, it can be said that employee performance is significantly influenced by motivation. The results of the t test for the relationship between the work satisfaction variable (Y) and employee performance (Z) indicate a significant value of 0.000, which is less than 0.05 (0.000 < 0.05) and has a higher t count than t table ($4.271 > 1.992$). This demonstrates that the study's hypothesis, which accepts H04 but rejects H04, is Ha4. As a result, it suggests that Ha4 "Job satisfaction has a significant effect partially on employee performance". Thus, it can be said that employee performance is significantly impacted by work satisfaction.

While in partial testing of the second model, the t test results for the organizational communication variable (X1) on job satisfaction (Y) show a significant value of 0.001, this value is smaller than 0.05 (0.001 < 0.05) and t count is greater than t table ($3.603 > 1.992$). This shows that the hypothesis in this study rejects H06 and accepts Ha6. Thus, it means that Ha6 "organizational communication partially affects job satisfaction". The t test results for the motivation variable (X2) on employee job satisfaction (Y) show a significant value of 0.000, this value is smaller than 0.05 (0.000 < 0.05) and t count is greater than t table ($5.733 > 1.992$). This shows that the hypothesis in this study rejects H05 and accepts Ha5. Thus, it means that Ha5 "motivation has a partial effect on job satisfaction".

Based on the results of the Sobel test, the Sobel reference value of the organizational communication test with an Unstandardized value (a) of 0.379 and a standard error (Sa) of 0.105, while motivation with an Unstandardized value (a) of 0.526 and a standard error (Sa) of 0.092 and job satisfaction with an Unstandardized value (b) of 0.311 and a standard error (Sb) of 0.073. Based on the results of the Sobel test calculation, the t value is greater than the t table ($2.754 > 1.992$) and the P-value is less than 5% (0.0058 < 0.005), it can be concluded that there is an effect of organizational communication on employee performance with mediation of job satisfaction.

Discussion

The results of the study obtained the significance value of organizational communication on employee performance of 0.000, this value is smaller than 0.05 (0.000 < 0.05) and the calculated t value is greater than the t table, it can be concluded that there is an effect of organizational communication on employee performance. The results of this study are in line with Ali Mansyur's research which states that organizational communication has a direct influence on employee performance. Effective organizational communication is the main foundation for the success of an organization. This affects organizational performance in various ways. First, good communication ensures that all members of the organization have a clear understanding of the company's goals, vision, mission, and values. When everyone in the organization understands the desired direction and how their role supports it, overall performance becomes more purposeful and coordinated. In addition, good communication also creates a more open and transparent environment. In such an environment, employees feel more comfortable sharing ideas, feedback, and problems. This means organizations can more quickly address issues, respond to market changes, and innovate. In other words, effective communication allows organizations to be more responsive and adaptive, which is crucial in an ever-changing business environment.

The results showed that the significance value of motivation on employee performance is 0.000, this value is smaller than 0.05 (0.000 < 0.05) and t count is greater than t table, it can be concluded that there is an effect of motivation on employee performance. Effective organizational communication is the main foundation for the success of an organization. It affects organizational performance in a variety of ways. First, good communication ensures that all members of the organization have a clear understanding of the company's goals, vision, mission, and values. When everyone in the organization understands the desired direction and how their role supports it, overall performance becomes more purposeful and coordinated. In addition, good communication also creates a more open and transparent environment. In such an environment, employees feel more comfortable sharing ideas, feedback, and problems. This means organizations can more quickly address issues, respond to market changes, and innovate. In other words, effective communication allows organizations to be more responsive and adaptive, which is crucial in an ever-changing business environment.

The results of the study obtained a significant value of 0.000, this value is smaller than 0.05 (0.000 < 0.05) and t count is greater than t table, it can be concluded that job satisfaction affects employee performance. The results of this study are in line with Sathyanarayan's research that job satisfaction has a positive effect on employee performance at work. Job satisfaction has a significant impact on individual performance in the work environment. When someone is satisfied with their job, this has a positive impact on various aspects of their performance. First,

job satisfaction increases motivation and morale. When a person feels good about their job, they are more motivated to do a good job. This internal drive helps increase productivity, efficiency and dedication in carrying out their tasks. In addition, job satisfaction is also related to work quality. People who are satisfied with their jobs tend to be more focused and committed to doing high-quality work. They are more likely to develop creativity and innovation, looking for new ways to do the job better, which ultimately improves the results produced.

The results obtained show a significant value of 0.000, this value is smaller than 0.05 ($0.000 < 0.05$) and t count is greater than t table, it can be concluded that there is an effect of organizational communication on employee job satisfaction. Effective organizational communication has a significant impact on employee job satisfaction. When communication runs smoothly in an organization, employees tend to feel more satisfied with their jobs. First, good communication provides a channel to provide feedback, both positive and negative. Employees who receive constructive feedback feel valued and have a better understanding of their performance. This can boost their confidence and motivation to keep improving. In addition, open and transparent communication from management to employees helps create a sense of fairness in the workplace. When employees feel that they have equal access to information and that organizational decisions are well explained, they are more likely to feel they are being treated fairly. This feeling contributes to job satisfaction as employees feel that they are treated well and valued as team members.

The results of the study obtained a significant value of 0.001, this value is smaller than 0.05 ($0.001 < 0.05$) and t count is greater than t table, it can be concluded that there is an effect of work motivation on employee job satisfaction. These results are in line with Nitasari's research which concluded that work motivation has a positive effect on employee performance. Motivation has a strong impact on employee job satisfaction. When someone feels motivated in their job, it often has a positive impact on their level of satisfaction. First, motivation increases individual work energy and enthusiasm. When people feel motivated to achieve goals and feel challenged, they tend to be more energized and committed to doing a good job. This drive can provide high intrinsic satisfaction as individuals feel accomplished and meaningful in their work. In addition, motivation also has an impact on personal and professional achievement. Employees who feel motivated tend to perform better, achieve set targets, and overcome obstacles better. When they achieve these milestones, it provides significant satisfaction as they feel accomplished in their work. Motivation can also help employees overcome boredom and monotony in work, which can often reduce satisfaction levels.

Conclusion

According to the study's findings, organizational communication directly affects employee performance, supporting the premise that has been put out. The performance of an employee is directly impacted by motivation. The performance of an employee is directly impacted by job satisfaction. Performance among employees is directly affected by organizational communication. Employee happiness is directly impacted by motivation. Through job satisfaction, organizational communication indirectly influences worker performance. Through work happiness, motivation indirectly affects employee performance.

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