

Effect of Communication and Motivation to Performance Through Organizational Citizenship Behavior PT. Bank Capital Indonesia Branch of Kuningan Tower

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Abstract: This study aims to determine the effect of communication and motivation on employee performance simultaneously, to know the effect of communication on the performance of employees partially, to know the influence of motivation on the performance of employees partially, to know the effect of communication on employee performance partially, know the effect of training on performance through citizenship behavior organization and know the influence of motivation on employee performance through organizational citizenship behavior variable. Research conducted on employees of PT. Bank Capital Indonesia. The sampling technique used a saturated sample involving 57 employees. Data analysis using path analysis. Based on the data analysis known that the variables communication and motivation affect the performance of employees simultaneously. Communication variables affect partially employee performance. Motivation variables affect the performance of employees partially. The variable of organizational citizenship behavior has an effect on partial employee performance. The effect of Communication on employee performance is 0.363. The effect of Communication on employee performance through motivation is $0.723 \times 0.582 = 0.421$. In this case, the indirect effect is greater than the direct effect so that it can be said that the variable of organizational citizenship behavior as an intervening variable. The direct influence of motivation on employee performance is 0.551. While the influence of motivation on employee performance through organizational citizenship behavior is $0.570 \times 0.582 = 0.332$. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of citizenship behavior of the organization is not as intervening variable.

Keywords: Communication, Motivation, Organizational Citizenship Behavior, Employee Performance

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I Introduction

Employee performance is related to employee work result both quantitatively and qualitatively. Performance theory is concerned with management in the field of management or human resource management. While the factors that affect the performance can be classified as an applied range theory. In this discussion, the factors that are indicated to affect performance are the communication, motivation, and behavior of organizational citizenship. Communication, motivation and organizational citizenship behavior can affect employee performance. Organizational citizenship behavior variables are indicated as intervening variables. This means that independent variables are indicated to affect employee performance through organizational citizenship behavior variables.

Research conducted by Femi (2014) states that communication from employees affects the performance of these employees. The study was conducted on 120 Lagos State employees in Nigeria. Research Abrivianto et al (2014) also states that the motivation of work affects employee performance. This research is conducted on employees who work at PT. Arthawena Sakti Gemilang Malang. The number of employees involved in this study was 130 employees.

Based on the above, the researcher conducting research that is the influence of communication and motivation on employee performance through the behavior of citizenship of employees of PT. Bank Capital Indonesia Branch of Kuningan Tower. In relation to research themed about this motivation then some of the problems that exist in this organization are as follows:

1. Employee communication has not been as expected
2. Motivation is not the same as expected.
3. Employees' organizational citizenship behavior is not optimal
4. Employee performance is not as expected

II Literature Review

Communication

Broadly, Porter and Roberts define communication as a process by which people seek to provide understanding through message delivery by using symbols (Sentanu, 2000: 127).

This definition concerns three things: (a) communication concerning humans, that is how people relate to each other; (b) communication concerning the granting of meaning, so that the person concerned must have a similarity in the definition of the term used; (c) symbolic communication, such as hand gestures, letters, numbers, and words. Effective communication is very important for managers for two reasons:

1. Communication is a necessary process for carrying out management functions.
2. Communication is an activity that requires a lot of manager time.

Managers often make face-to-face communication or by phone with subordinates, peers, superiors, partners, or clients. Managers also write, compose, write reports, or read memos, letters or laps sent to them. Formally defined, communication is an interpersonal process for sending and receiving symbols with messages in them. This process is the foundation for all interpersonal relationships. Through communication, people exchange and share information with each other; through communication, people influence each other's attitudes, behaviors, and understandings with each other. Communication, in that way and many other ways, is crucial to managerial success.

Motivation

Motivation is also defined as a power of resources that drive and control human behavior. Motivation as an effort that can encourage someone to take the desired action, while the motive as a person's motive to do. The term motivation comes from the Latin word *movere* which means moving or moving. Because a person's behavior tends to be goal-oriented and driven by a desire to achieve a certain goal.

Motivation is the individual's willingness to put forth high efforts to achieve organizational goals (Robbins, 1998). In the context of work, motivation is an important factor in encouraging an employee to work. There are three key elements in motivation: effort, organizational goals, and needs.

Therefore, it requires the intensity and quality of the effort and focused on the goals of the organization. The effort is a measure of intensity. When a person is motivated then he will do his best to achieve goals, but not necessarily high effort will result in high employee job satisfaction. Needs are the internal conditions that give rise to a boost, where an insatiable need will create a tension that stimulates the drive from within the individual.

In essence, motivated employees are in a state of tension and try to reduce tension by expanding efforts. This drive generates search behavior to find a specific purpose. If it happens to meet the needs, there will be a reduction in voltage.

Organizational Citizenship Behavior

Organizational citizenship behavior is a natural behavior that is free to choose. It can be argued that organizational citizenship behavior is not an official part of job requirements for employees, however, attitudes can enhance organizational effectiveness. In addition, Smith et al., Shows that citizenship behavior as a form of worker's contribution to the organization and beyond the formal job description. Spector also defines equality, in which he says that organizational behavioral behavior as behavior outside of formal requirements, and it will be beneficial to the organization. As Podsakoff et al (1997), Defines that citizenship behavior is a personal choice, it is not a duty for staff to apply it. Therefore, organizational citizenship behavior can be determined by a culture of a positive outlook to employees. Usually, it can be done by providing good examples or patterns, through modeling or imitating from employees who have worked before in an organization.

Thus, organizational citizenship behavior can be defined as: a) behavior that is voluntary and does not include the element of coercion in the interests of the organization; b) This behavior appears without an official order. c) not directly related to the reward system.

Based on that definition, the behavior of civic organizations for teachers can be defined as behaviors undertaken by teachers in schools. They do it voluntarily. They do not expect any rewards and behaviors that are not related to formal reward systems and can improve organizational functions. This definition refers to the organizational citizenship behavior aspect concluded by Podsakoff et al (1997), which helps perform (which determines the dimension of altruism, perseverance, civilization into one dimension) purity, and sportsmanship. Then, organizational citizenship behavior will be measured using the organizational citizenship behavior scale used by Netemeyer, et al., Organ and Konovsky, Williams and Anderson which consists of 13 items.

Organizational citizenship behavior is a concept developed in the last two and a half decades. The organ says that the concept of organizational citizenship behavior originally developed by Barnard in 1938 as

"the desire to work together", then there is the concept of organizational citizenship behavior, the behavior shown by employees in formal organizations. Usually, it is indicated through the job description that it is responsible so that the good and bad staff can be determined thoroughly by the job description. This is called role-behavior. However, to support successful tasks within the organization, employees are expected to work not in their respective tasks, but they are required to work extra roles more than their formal job descriptions (extra-role behaviors). This is called organizational citizenship behavior

Performance

Performance is the result of work in quality and quantity that can be achieved by an employee in performing tasks in accordance with the responsibilities given to him. The definition of performance according to Kusriyanto in Mangkunegara (2005: 9) is the comparison of results achieved with the role of labor per unit time (typically hourly). Gomes in Mangkunegara, (2005: 9) suggests the definition of performance as expressions such as output, efficiency, and effectiveness often associated with productivity.

Meanwhile, according to Mangkunegara (2005: 9), employee performance is the result of work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Therefore it can be concluded that the performance is the performance of work or the work of both quality and quantity achieved source power human per unit time period in carrying out its work duties in accordance with the responsibilities given to it. Performance appraisal is an effort made by the leadership to assess the work of his subordinates.

According to Mengginson in Mangkunegara, (2005: 10), performance appraisal is a process used by the leadership to determine whether an employee doing his job in accordance with the duties and responsibilities. Next Sikula in Mangkunegara, (2005: 10) suggests that employee appraisal is a systematic evaluation of employee work and potential that can be developed.

Assessment in the process of interpretation or determination of the value, quality or status of some objects of a person or thing. According to Handoko (2001: 235), performance appraisal is the process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about the implementation of their work.

Based on the opinion of some experts, it can be concluded that the performance appraisal is a systematic assessment to find out the results of employee work and organizational performance. In addition, it is also to determine appropriate job training, provide better responses in the future and as a basis for determining policies in terms of promotion and determination of benefits. The purpose of performance appraisal is to improve or improve organizational performance from sources power human organization.

Specifically, the purpose of performance evaluation as stated by Sunyoto in Mangkunegara, (2005: 10) are: 1) Improving mutual understanding between employees about performance requirements. 2) Recording and acknowledging the work of an employee, so that they are motivated to do better, or at least achieving the same with previous achievements, 3) Providing opportunities for employees to discuss their wants and aspirations and increasing awareness of careers or jobs 4) Define or redefine future goals, so that employees are motivated to perform according to their potential, 5) Examine the implementation and development plans that match the training needs, especially the training plan, and then approve the plan if there are no matters that need to be changed.

III Research Methods

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram (path analysis) as follows:

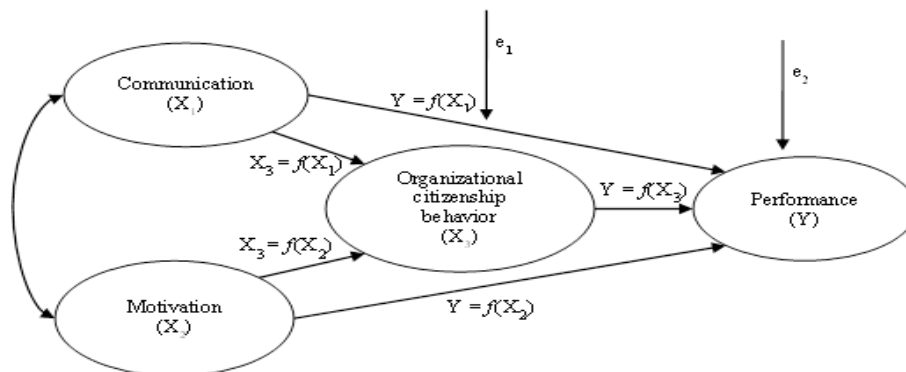


Figure 1 Diagram Path

3.2 Population and Sample

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by the researchers to be studied and then drawn conclusions (Sugiyono, 2008). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2010). Samples used by the authors in this study are employees of PT. Bank Capital Indonesia Branch of Kuningan Tower. The total number of employees is 57 people. The employee is entirely incorporated into the data analysis. Sampling is included in sample stacking by using purposive sampling method. This sampling is a sampling in a unit of analysis with respect to the same characteristics in the sample. The overall sample taken in this part of the organization uses saturated sampling.

3.3 Data Collection Techniques

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers took in the collection of data are:

a. Primary data

Primary data is data obtained directly from the object of research, In this case, the primary data obtained from field research that is data collection method do premise direct research on the object of research in question.

b. Secondary data

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the library research data collecting method that is done by studying and understanding the literature of the book the work of authors who canbe answer the basic theory.

3.4 Data Processing Techniques

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2008: 219) "Validity is a condition that describes the level of the instrument concerned is able to measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

1. Test Data Validity

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each scored item. The correlation coefficient used is Product Moment correlation coefficient.

2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but it is a range between several values, eg 0-10 or 0-100 or scales of 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach.

IV Results And Discussion

Test Results Validity and Reliability

Validity and reliability test for all variables validity testing using factor analysis techniques, ie to test whether the item or indicator items used can confirm a factor or construct or variable. While the reliability test is a reliability test that aims to find out how far a measuring instrument can be trusted. Reliability test can be done by using coefficient Cronbach's alpha with a critical limit for reliable questionnaire value is 0,60. (Sugiyono, 2008)).

Table 1. Reliability Test Results

Reliability Statistics				
Factor	X ₁	X ₂	X ₃	Y
Cronbach's Alpha	0.801	0.729	0.654	0.611

Path Analysis Results

In order to provide an overview of the results of the analysis that has been done, then the results obtained from the analysis of Path Analysis can be presented in the picture as follows:

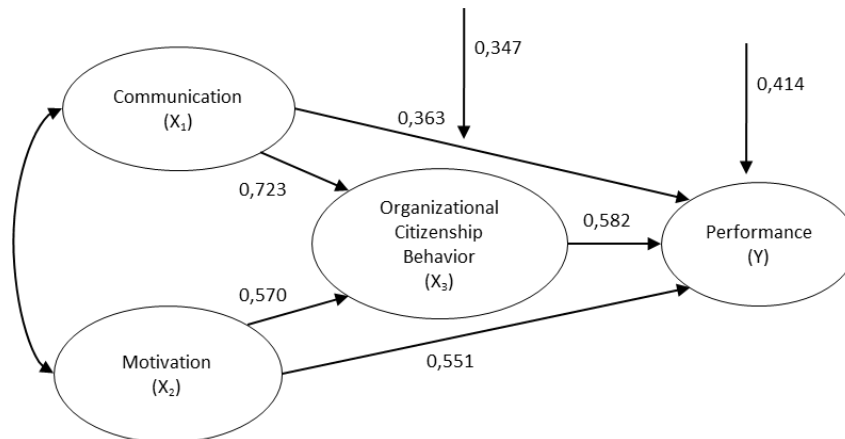


Figure 1 Analysis Path Result

From the above explanation is known:

Substructure I

Based on the picture 1 then the obtained value of e_1 is 0,347, n value means that the variables outside of communication and motivation influence citizenship behavior of 34.7% this indicates that the communication and motivation variables influence citizenship behavior that is equal to 0.653 or 65.3% explained that the variables of communication and motivation affect citizenship behavior.

Based on the picture 1 also then can be compiled equation of path analysis described as follows:

$$X_3 = 0.723 + 0.570$$

Substructure II

Based on the picture 1 then in get the value of e_2 is 0,414, value means that the variables outside of communication, motivation and citizenship behavior affect the performance of 41,4 % this indicates that the variable communication, motivation and citizenship behavior affect citizenship behavior that is equal to 0,586 or 58,6 % explains that communication, motivation, and behavioral variables affect citizen performance. Based on the picture 1 also then can be compiled equation of path analysis described as follows:

$$Y = 0,363 + 0,551 + 0.582$$

Based on the picture 1 can be seen that the direct influence of motivation on employee performance is 0.551. While the influence of motivation on employee performance through organizational citizenship behavior is $0.570 \times 0.582 = 0.332$. The total effect on this analysis is direct influence plus the influence of $0.551 + 0.332 = 0.883$. In this case, the direct influence is greater than the indirect effect so that it can be said that the variable of citizenship behavior of the organization is not as intervening variable.

V Conclusions And Suggestions

Conclusions

Variables Communication and Motivation affect the performance of employees simultaneously. The value of F count is 38.238 and the significance is 0.00. This value is less than 0.05. The r square value of 58.6% means the Communication and Motivation variables affect the employee performance of 58.6% while the rest is influenced by other variables that are not included into the equation model.

Communication Variables affect partially employee performance. The value of t is 2.888. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.132. This means that the influence of communication variable on employee performance is 13.2% and the rest is influenced by other variables that are not included in the equation model.

Motivation variables affect the performance of employees partially. The value of t is 8.425. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.563. This means the effect of motivation variable on employee performance of 56.3% and the rest influenced by other variables that are not included into the equation model.

The variable of organizational citizenship behavior has an effect on partial employee performance. The value of t is 5.312. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.339. This means that the effect of motivation variable on employee performance is 33,9% and the rest is influenced by other variable not included in equation model.

The effect of Communication on employee performance is 0.363. The effect of Communication on employee performance through motivation is $0.723 \times 0.582 = 0.421$. In this case the indirect effect is greater

than the direct effect so that it can be said that the variable of organizational citizenship behavior as intervening variable.

The direct influence of motivation on employee performance is 0.551. While the influence of motivation on employee performance through organizational citizenship behavior is $0.570 \times 0.582 = 0,332$. In this case the direct influence is greater than the indirect effect so it can be said that the variable of citizenship behavior of the organization is not as intervening variable.

VI Suggestions

Organizations need to pay attention to good communication to the organization. Good communication can be done if there is continuity to the message conveyed and the understanding of the message by the employee. Therefore the communication should be improved by improving the message to be conveyed in order to be easily understood and the condition of the employee as the recipient of the message to be considered. The application of this suggestion is an improvement on the correspondence emphasizing the clarity of what should be conveyed, the unity of understanding in the form of socialization of things that will be delivered not only with letters or written information but also with a discussion at forum meetings, socialization and so forth.

Motivation also needs to be considered by the organization. Employees will be motivated if the needs of employees are noticed by the organization. Employees need a balanced income with the results of work, the atmosphere conducive to work and good communication, therefore, this factor should be considered. Companies need to review salary or employee income, pension benefits and contributions to certain agency fees such as BPJS employment and so on.

Organizational citizenship behavior also needs attention. The attitude of employees who have a sporty attitude, like helping colleagues and care about the organization need to be developed by approaching both organically and kinship. This is done by making awareness of the awareness of fellow employees through motivation training, skills improvement training, activities together (gathering) and so forth. Other activities such as religious teachings on a regular basis and activities in gratitude for the blessings given by God Almighty also need to be developed because every religion must teach the need to help each other, respect others and be nice to others

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