

THE EFFECT OF ORGANIZATIONAL COMMUNICATION, AND COMPENSATION AGAINST EMPLOYEES WORK MOTIVATION IN PT. NEXWAVE JAKARTA

Muhammad Firza
STIE Pariwisata Internasional (STEIN)

Parlagutan Silitonga
STIE Pariwisata Internasional (STEIN)

ABSTRAK

Tujuan- untuk mengetahui adanya peningkatan motivasi pegawai, kompensasi, komunikasi organisasi, terhadap motivasi kerja di PT. Nexwave Jakarta

Desain/metodologi- Kuesioner terhadap responden yang terdiri atas 91 orang pegawai di PT. Nexwave Jakarta. Responden ditetapkan jumlahnya berdasarkan formula Slovin. Studi kasus di satu perusahaan dilanjutkan dengan wawancara. Teknik analisis dengan multiple regression.

Temuan- Berdasarkan Uji F, ditemukan bahwa komunikasi dan kompensasi secara simultan berpengaruh pada motivasi kerja karyawan. Dengan uji t- ditemukan bahwa komunikasi dan kompensasi secara parsial, masing-masing berpengaruh pada motivasi kerja karyawan Jakarta. Kemudian pada uji korelasi dan determinasi, ditemukan bahwa kedua variabel berpengaruh sangat kuat terhadap motivasi kerja karyawan di PT.Nexwave.

Keterbatasan penelitian-Variabel terbatas dan hanya dilakukan di satu obyek.

Implikasi- Para manajer dapat menjadikan variabel ini sebagai perhatian dalam meningkatkan motivasi kerja pegawai, namun tidak terbatas pada keduanya.

The Originality-Eksklusivitas di perusahaan ini merupakan suatu penelitian dan originalitas penelitian ini.

Keywords : Organizational Communication, Compensation, Employee's Work Motivation, Performance

Introduction

Human resources management is a priority in an organization, as it is a prime mover to achieve goals and vision of the organization. There are so many factors to deal with human resources. An organization shall comply with the existing corporate laws and regulations on the one side, on the other side, it also demanded to comply with workforce regulations. Employees needs in a variety of hierarchy and way of life have contributed to the sophistication in managing them[1].

Motivation to earn needs and wants of employees is a driving forces why people want to sacrifice their time, energy, and dedication to a company. Aiming to increase motivation of employees, organizational communication is needed. The scheme of compensation is also a very

common in employees needs and demand. It is important to develop awareness about the importance of communication which is shown through

individual growth, job satisfaction and motivation of the employees which again leads to employees' loyalty towards their parent organisations.

Theoretical Framework and Hypotheses Development

Organizational Review

Organizational communication is dealing with encoding and decoding of the messages. The encoding that launched by management to employees can be perceived in different context by the audience, the employees, in this case[2].

Organization sets itself specific objectives in order to meet the better business success, and to gain comparative advantage over the competition. For these objectives to be achieved, of crucial importance is organizational communication per se which implies communication among employees, as well as communication between different hierarchic levels in the same organization. Communication as an element of organizational behaviour is seen through the group level as the independent variable. Throughout this paper we shall explain the importance of communication for organization, the communicational process and channels for information flow through the network of small formal groups and the network of informal groups[3]. Hereby we also want to emphasize the greater need for appreciation of communication as the important factor of organizational behaviour due to the growing changes in organizations which face the leadership with new challenges and opportunities for testing the different organizational behaviour concept modes. Identifying the level of communication satisfaction within the organisation we get an insight into organisational forces, but simultaneously also get an insight into weak points in the area of communication within the organisation. We can also use them as the basis for making important business decisions within the organisation.

Organizational Communications

Organizational communications is the process of creating and exchanging messages within a network of interdependent relationship to cope with environmental uncertainty. A theoretical model is developed in which organizational structure is related to the type of coordination in the organization-planning or programming versus feedback or mutual

adjustment[4]. It is argued that the nature of the mechanism of coordination ployed in the organization in turn affects the volume and direction of ommunications in the organization. Hypotheses are developed relating the variables of complexity, formalization, and centralization to communication rates.

Communication will solve all our problems. For years people have tried to convince us that communication will solve all our problems. If the wife and the husband are not getting along, get them to sit down and talk it out that will solve the problem. If the parent and the child are not getting along, get them to sit down and talk it out that will solve the problem. If the supervisor and the subordinate cannot get along, get them to sit down and talk it out that will solve the problem[5]. Unfortunately, it just is not so. Theoretically is easy to say, even to understand, but not to practice. Communication can either create or help overcome problems. Remember, there are a lot of ineffective communicators out there, and often they create more problems than they solve by not knowing how to use communication. There are some situations where communication should be decreased, not increased, such as in true conflict situations. The parties should be separated, not forced to communicate, give them a break. Yet in many organizations, some individuals always think communication can solve problems, so they put two people or two groups together who hate each other. They force them to communicate and cannot understand why matters only get worse, remember how many times Palestine and Israel have been sit together, including the one in camp David, USA. It is nothing solved until nowadays. This is in a big scale example. Effective organizational communication may allow us to solve some problems, but it cannot be expected to solve all problems. ommunication is no magic elixir. Since communication is the base for the achievement of the managements coordination function and, mplicitly, of the

entire management process, it can be affirmed that one of the keys for the efficiency in management is exactly the accomplishment of an adequate communication at all hierarchical levels. But we can, by communicating more effectively avoid making some things worse. The vividness of goal and sequences to achieve them are one of model of communication. How to inform the people in organization without any prejudice attitude is the core of meaningful communication[6]. It is therefore hypothesized that communication in the organization has a positive effect on motivation.

H₁ : There is a positive direct effect between the organizational communication against motivation.

Compensation

Compensation is what employee receive in exchange of their work. Whether hourly wages or periodic salaries, the personnel department usually designs and administers employee compensation. Hasibuan has mentioned the aim of providing compensation is merely to extent the relationship among the staff, and employee[7]. On the other hand, the human needs and wants push them to earn enough money for their survival. There is a direct and positive effect between compensation and motivation.

H₂ : There is a positive direct impact of compensation against motivation.

In the previous research, Pilemon in his finding, has noted that there is a positive effect of organizational communication condition against employee's motivation. His research done in State electricity company[8]. The other variable of motivation on performance has also with positive effect. Lailani Umroh[9] also had done a research in private company, Gudang Garam, a cigarette large company

with three variable, such as compensation, motivation, and communication have all positively impacted the performance of the employee.

Findings and Discussions

The total population of this research is 1000 persons. To represent them the Slovin formula is applied, at the 10% standard of tolerance. The sample is 91 person as respondent[10].

$$n \geq \frac{N}{1 + Ne^2}$$

$$n \geq \frac{1000}{1 + 1000(0,1)^2}$$

$$n \geq 90,909$$

$$n \geq 91$$

Where:

n = Sample size

N = Population

e = Standar or error (10% = 0,1)

Table 1 Respondent by Gender

Gender	Frequency	Percentage
Male	48	52,7
Female	43	47,3
Total	91	100,0

Source: Questionnaire, analyzed

Domination of male's employee are there. It represent 52.7% compared with female worker.

Table 2 Respondent By Age

Age by Year	Frequency	Percentage
18 - 25	55	60,4
26 - 30	20	22,0
31 - 35	8	8,8
36 - 40	4	4,4
> 40	4	4,4
Total	91	100,0

Source: Questionnaire, analyzed

Majority of employees are in younger age of 18 to 25 year. This represent the very productive age. The 22% percent can be judged as done by retention. It is then to be observed further below.

Table 3 Respondent Based on Education

Education submitted	Frequency	Percentage
Senior high school	44	48,4
DIII	13	14,3
S1	30	33,0
S2	2	2,2
S3	2	2,2
Total	91	100,0

Source: Questionnaire, analyzed

The education profile has also being in line with the age. The output from high school are tending to findopuit a job to survive, rather than to continue to university or the same higher education[11].

Table 4 Respodent Based on Duration of Service in the Company

By Year	Frequency	Percentage
1 - 3	59	64,8
3 - 6	22	24,2
6 - 9	5	5,5
> 9	5	5,5
Total	91	100,0

Source: Questionnaire, analyzed

In line with the age, and education, the majority of the employees are working

for the range of one upto three years, only. This people represent a significant number of 64.8 % of the total population if it is normally distributed[12].

Table 5 Respondent By Level of Salary

Salary in Rupiah (RP)	Frequency	Percentage
Rp. 2.500.000 - Rp. 3.500.000	38	41,8
Rp. 3.500.000 - Rp. 4.500.000	17	18,7
Rp. 4.500.000 - Rp. 5.500.000	13	14,3
> Rp. 5.500.000	23	25,3
Total	91	100,0

Source: Questionnaire, analyzed

This level of salary almost close to regional minimum salary that company has to pay his employee. In terms of dueratiuon, education, most of them paid in unskilled labour,yet[13].

Table 6 Tabulation Frequency of X1

NO	Statement	SS		S		R		TS		STS		TOTAL	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Management provide guideline to work	4	4	7	8	19	21	38	42	23	25	91	100
2	Management provide problem solution, if any	23	25	45	49	14	15	8	9	1	1	91	100
3	Spirit to work encouraged by the Management	24	26	47	52	13	14	6	7	1	1	91	100
4	My idea accepted in making decision	10	11	44	48	26	29	9	10	2	2	91	100
5	I am trusted to do the tasks	28	31	51	56	6	7	4	4	2	2	91	100
6	I trust the management information rendered to employee	16	18	45	49	20	22	9	10	1	1	91	100
7	The given management information rendered to employee is trusted	10	11	38	42	30	33	10	11	3	3	91	100
8	The management are reluctant to employee's input and ideas	6	7	15	16	21	23	36	40	13	14	91	100
9	The plan were discussed with staff before executed	19	21	51	56	11	12	8	9	2	2	91	100
10	The tasks were not clear to myself	4	4	16	18	17	19	41	45	13	14	91	100
11	I know clearly the goals of the company	16	18	55	60	13	14	7	8	0	0	91	100

Source: Questionnaire, analyzed

The employee at this company are fully trusted the information give by the

management. This is a valuable achievement to measure the partisipatory of

staffs[14]. As the consequence, the staff are fully understand the company goals for

them to pursue together [15].

Table 7 Tabulation of X2

NO	Statement	SS		S		R		TS		STS		TOTAL	
		F	%	F	%	F	%	F	%	F	%	F	%
12	My income are comply with my needs	23	25	38	42	19	21	7	8	4	4	91	100
13	My income are not enough to cover all of my needs	1	1	8	9	14	15	45	50	23	25	91	100
14	Salary system has been in line with local government regulation	24	26	47	52	13	14	6	7	1	1	91	100
15	Minimum standard of Salary level has been in line with local government regulation	10	11	44	48	26	29	9	10	2	2	91	100
16	My salary paid is not matching with my competency level(underpaid)	2	2	4	4	6	7	51	56	28	31	91	100
17	My salary paid is matching with my competency	16	18	45	49	20	22	9	10	1	1	91	100
18	My salary paid is matching with my occupation/position	3	3	10	11	30	33	38	42	10	11	91	100
19	I do receive yearly bonus	13	14	36	40	21	23	15	16	6	7	91	100
20	I do receive incentive, based on my achievement	19	21	51	56	11	12	8	9	2	2	91	100
21	There is a social life such as family gathering	13	14	41	45	17	19	6	18	4	4	81	100
22	There is a sport facilities for staff	16	18	55	60	13	14	7	8	0	0	91	100

Source: Questionnaire, analyzed

Declaration of salary level, and the fulfillment of regulation is in place. However, for the age of more than 30 years-old, this level is not matched. It is because modt of the staff are less than 30

year-old, thus all represent the level of satisfaction. This responses are backed up by bonus and incentive system, that availbale in the company[16].

Table 8 Tabulation of Frequency Variable Y

NO	Statement	SS		S		R		TS		STS		TOTAL	
		F	%	F	%	F	%	F	%	F	%	F	%
23	Willingness to develop career path as the main reason to work seriously	31	34	43	47	8	9	6	7	3	3	91	100
24	Willingness to have recognition as the main reason to work seriously	28	31	48	53	8	9	5	5	2	2	91	100
25	Willingness to take every chance in fair competition with other staffs	18	20	57	63	11	12	4	4	1	1	91	100
26	Willingness to have recognition and a better income as the main reason to work seriously	22	24	49	54	12	13	5	5	3	3	91	100
27	Willingness to have recognition through achievement is my goal	23	25	51	56	11	12	5	5	1	1	91	100
28	Willingness to work seriously in avoiding any failure	36	40	43	47	10	11	0	0	2	2	91	100

Tabel Lanjutan

NO	Statement	SS	S	R	TS	STS	TOTAL
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		F	%	F	%	F	%	F	%	F	%	F	%
29	I do got an honour in time of achievement	24	26	55	60	9	10	3	3	0	0	91	100
30	In every company meeting, I always do my best to submit good ideas	20	22	52	57	13	14	5	5	1	1	91	100
31	Willingness to work hard for promotion	23	25	39	43	11	12	14	15	4	4	91	100
32	Willingness to work hard to occupy a higher position	26	29	25	27	20	22	16	18	4	4	91	100
33	I do prefer to be led	6	7	9	10	28	31	31	34	17	19	91	100
34	Fair competition among staff is motivaed me to take the chance	30	33	40	44	16	18	3	3	2	2	91	100

Source: Questionnaire, analyzed

As proposed by Herzberg in his growth theory, the staff in this company are willing to have recognition as the main reason to work seriously[17]. Willingness to develop career path as the main reason to achieve recognition, as far as fair and equal treatment are in place[18].

**Table 10 Normality of Data Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		91
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	4.86272816
Most Extreme Differences	Absolute	.071
	Positive	.047
	Negative	-.071
Kolmogorov-Smirnov Z		.676
Asymp. Sig. (2-tailed)		.752

a. Test distribution is Normal.

b. Calculated from data.

Source: analyzed data

By the degree of significane, where = 5% (0,05), it is found that all varibales X1, X2, and Y byi *One Sample*

Kolmogorov Smirnof, found that data are normally distributed. This is due to the value of significance by $0.752 > 0,05$.

Heteroscedasticity Test

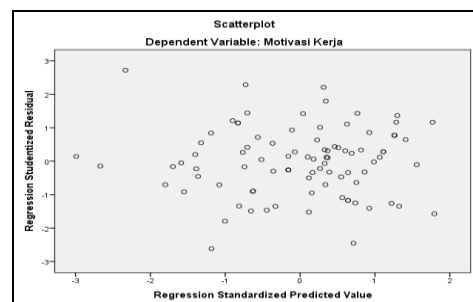


Figure 1 Heteroscedaticity Scatterplot
(Source: analyzed data)

All scattered points are plotted above zero that fulfill the heteroscedasticity.

Multikolinearity

The Variance of inflation factor (VIF) is fulfilled as the value hereunder is less than 10.[19], as stated by Ghozali.

Table 11 Multikolinearity Test

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
	(Constant)	11.019	4.452		2.475	.015		
1	Organizational communication	.263	.114	.236	2.310	.023	.622	1.607
	Compensation	.627	.133	.483	4.728	.000	.622	1.607

a. Dependent Variable: Work Motivation

Source: analyzed data

By standard of tolerance the result of $0,622 > 0,10$, and VIF is less than 10

(1,607 < 10). It is concluded that no heteroscedasticity among independent variables.

Criteria of significance if the result is less than 0.05, is tested below.

Linearity Test

Table 12 Linearitas Table Anova

		Sum of Squares	df	Mean Square	F	Sig.	
Work Motivation * Organizational communication	Between Groups	(Combined)	2070.736	22	94.124	3.865	.000
		Linearity	1057.914	1	1057.914	43.441	.000
		Deviation from Linearity	1012.822	21	48.230	1.980	.018
Work Motivation * Compensation	Between Groups	(Combined)	2195.639	22	99.802	4.432	.000
		Linearity	1469.498	1	1469.498	65.265	.000
		Deviation from Linearity	726.141	21	34.578	1.536	.095

Source:, analyzed data

It is concluded that between variables there linearity have been fulfilled, based on the above results.

Multiple Linear Regression Model

Table 13 Linear Regression Model Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	11.019	4.452	2.475	.015	
1	Organizational communication	.263	.114	.236	2.310	.023
	Compensation	.627	.133	.483	4.728	.000

a. Dependent Variable: Work Motivation

Source:, analyzed data

Based on the above analysis, the model reflected $Y = 11,019 + 0,263 + 0.627$. This is concluded that compensation has to be considered as the main drive for work motivation. However, the span of control do not included in this

research as the population has been too large, this is a mandatory to control over work motivation[20].

F test

Table 14 F test Anova Multiple Linear Regression Model

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	1057.914	2	1057.914	35.280	.000 ^b
	Residual	2668.811	88	29.987		
	Total	3726.725	91			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Organizational Communication

Source:, analyzed data

The assigned hypotheses, are as follows:
 - H₀: Organizational communication and Compensation simultaneously have not effected the work motivation of the employee in P.T.Nexwave Jakarta

- H₁: Organizational communication and Compensation simultaneously have effected the work motivation of the employee in P.T.Nexwave Jakarta
 The value of F test is 35,280 and the value of significance at 0,000. At the

degree of significance 0.05 compared with t-table value of 3,100. F test value > F table (35,280 > 3,100) and significany of < 0,05 (0,000 < 0,05). It is therefore H₀ rejected, and H₁ is accepted. So now it is concluded that

Organizational communication and Compensation simultaneously have effected the work motivation of the employee in P.T.Nexwave Jakarta.

t –test

Table 15 The result of t-test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	11.019	4.452		2.475	.015
1 Organizational Communication	.263	.114	.236	2.310	.023
Compensation	.627	.133	.483	4.728	.000

a. Dependent Variable: Work Motivation

Source.: analyzed data

The output of t-test on the above table, it is found that independent variable independently has influenced on dependent variable.

The assigned hypotheses, are as follows:

- H₀: Organizational communication and Compensation simultaneously have not effected the work motivation of the employee in P.T.Nexwave Jakarta
- H₁: Organizational communication and Compensation simultaneously have

effected the work motivation of the employee in P.T.Nexwave Jakarta

The result of t test of 2,310 and significane of 0,023. t table is 0.025(two-tailed) is more than t-table of 1987. This is also confirming that Organizational communication and Compensation simultaneously have effected the work motivation of the employee in P.T.Nexwave Jakarta.

Table 16 Coefisient Corelation and Determinat Coefisient

Variabel	Parsial	Kategori	Koefisien Determinasi	r tabel	Kesimpulan
Organizational communication	0,533	Sedang	28,41 %	0,206	Nyata
Compensation	0,628	Kuat	39,44 %	0,206	Nyata
Simultantly	0,655	Kuat	42,90 %	0,206	Nyata

Source.: analyzed data

The result is 0,655, simulteneously. It means that there is a real relationship among the two varibales against the work motivation o the employees in PT.Nexwave. The capacity of independent variable to influence work motivation up to 452.9% in a strong degree. The residual of 57.10% are influenced by oither variables that not included in this research[21]. As found by Zula that an in-depth justification and rationale for the incorporation of human capital planning into practice and research to determine the impact on HRD interventions. The improvement in motivation by giving a

better compensation can lead to organizational performance through the use of a model and process for human capital planning[22].

Conclusions, Limitatiuons, and Future Research

Based on F-test,it is concluded that Organizational communication and Compensation simultaneously have effected the work motivation of the employee in P.T.Nexwave Jakarta. It it double checked, the result of t-test is also confirming that Organizational

communication and Compensation simultaneously have effectively the correlation and determinant test is applied that this is also determines that there is a real relationship among the two variables against the work motivation of the employees in PT.Nexwave, strongly. However the capacity of independent variable to influence the effect on work motivation is weaker than other variables, that are not included in this research.

For the future research it is strongly recommended to add up some other related variables so that the management can assure how to counter any demotivation of its employees. Additionally, the human capital planning is mandatory to avoid any misleading in any change that could be introduced in a company.

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