

The Effect of Communication, Work Discipline and Work Life Balance on Employee Performance

*The Effect of
Communication*

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ABSTRACT

This study aims to analyze the influence of communication, work discipline, and work-life balance on employee performance, with motivation as a mediating variable. The research data were collected through questionnaires distributed to 15 respondents. The results of the analysis show that communication has a positive and significant influence on employee motivation. In addition, work discipline is also proven to have a positive and significant influence on motivation. Likewise, work-life balance has a positive and significant impact on motivation. Furthermore, motivation has a positive and significant influence on employee performance. This study also found that communication, work discipline, and work-life balance each have a positive and significant influence on employee performance. Furthermore, motivation is proven to mediate the relationship between communication and employee performance. The same thing also happens in the relationship between work discipline and employee performance, as well as between work-life balance and employee performance, where motivation acts as a significant mediating variable. These findings indicate that improvements in communication, work discipline, and work-life balance can increase employee motivation, which in turn will have a positive impact on their performance in the workplace. Thus, efforts to improve these three variables are very important for management to pay attention to in order to improve overall employee performance.

Keywords: *Communication, Discipline, Work Life Balance, Motivation, Employee Performance*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh komunikasi, disiplin kerja, dan work-life balance terhadap kinerja karyawan, dengan motivasi sebagai variabel mediasi. Data penelitian dikumpulkan melalui kuesioner yang disebarakan kepada 15 orang responden. Hasil analisis menunjukkan bahwa komunikasi memiliki pengaruh positif dan signifikan terhadap motivasi karyawan. Selain itu, disiplin kerja juga terbukti berpengaruh positif dan signifikan terhadap motivasi. Demikian pula, work-life balance memberikan dampak positif dan signifikan terhadap motivasi. Selanjutnya, motivasi memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Penelitian ini juga menemukan bahwa komunikasi, disiplin kerja, dan work-life balance masing-masing berpengaruh positif dan signifikan terhadap kinerja karyawan. Lebih jauh lagi, motivasi terbukti memediasi hubungan antara komunikasi dan kinerja karyawan. Hal yang sama juga terjadi pada hubungan antara disiplin kerja dan kinerja karyawan, serta antara work-life balance dan kinerja karyawan, di mana motivasi berperan sebagai variabel mediasi yang signifikan.

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Temuan ini menunjukkan bahwa peningkatan dalam komunikasi, disiplin kerja, dan work-life balance dapat meningkatkan motivasi karyawan, yang pada gilirannya akan berdampak positif terhadap kinerja mereka di tempat kerja. Dengan demikian, upaya peningkatan ketiga variabel tersebut sangat penting untuk diperhatikan oleh manajemen dalam rangka meningkatkan kinerja karyawan secara keseluruhan.

Kata kunci: Komunikasi, Disiplin, Keseimbangan Kehidupan Kerja, Motivasi, Kinerja Karyawan

INTRODUCTION

Increasing employee performance must also be followed by the number of employees (HR) working so that all work can be completed more precisely and effectively. The increasing number of employees will also improve employee performance (Haryono et al., 2020). In addition, the service provided to consumers will be faster and more effective. Because quality service can increase the level of consumer trust, and loyalty and add other new consumers so that it becomes a company that can compete and always be of quality (Nabella, 2021; Muharam et al., 2021). Employees working at Palapa Taxi experience turnover. The turnover of employees was caused by the entry of the COVID-19 outbreak which spread to Indonesia previously, and affected the company due to the regulations issued by the government regarding restrictions on activities and working from home (Kang & Disemadi, 2021). The existence of these regulations has made many shipping and expedition businesses actually benefit from other types of businesses. People actually need more shipping and expeditions because they cannot go out themselves to find what they need. Then in 2022 the outbreak was safe. However, another phenomenon actually occurred in the shipping and expedition business because it began to return to standard and normal settings, where there was no significant increase and no drastic decrease that made PT Palapa Taxi XPDC Pontianak only able to recruit a few new employees.

PT Palapa Taxi XPDC, communication is an important factor. Communication is also the most important part of a company because poor communication will cause problems that will harm the company (Kim, 2019 and Kwilinski et al., 2019). Problems in communication can reduce employee performance if there is a lack of harmony and lack of communication with superiors due to a lack of approach between employees and superiors. Communication is an act of carrying out contact between one person and another (Ichsan et al., 2021; Luthfi et al., 2022). Communication is the process of transferring information, understanding, and understanding from someone, something to something, a place, or other people (Jean et al., 2018 and Haamann & Basten, 2019). Communication is very important to do both between employers and employees to superiors. Communication can be a tool to solve all problems and misunderstandings. Many problems that occur or gaps occur due to poor communication and mutual hesitation to start a conversation.

Next is related to work discipline. There are two forms of work discipline, namely preventive discipline is an effort to motivate employees to follow and comply with work guidelines, rules that have been outlined by the company. While corrective discipline is an effort to motivate employees in unifying a regulation and motivating them to continue to comply with regulations in accordance with the guidelines applicable to the company (Ferdinandus, 2020; Maryani et al., 2021). Discipline is the most important operative function of HR (human resource management) because the more disciplined employees are, the higher their work performance can be achieved (Esthi & Savhira, 2019; Sitopu et al., 2021). Without good work discipline, it is difficult for companies to achieve optimal results and goals. Discipline at work is indeed very important because it is a form of professionalism at work which of course requires awareness at work to be disciplined. Discipline directs an employee to work according to the rules and of course can achieve targets. Therefore, discipline is important to do to achieve goals (Irfan, 2022).

LITERATURE REVIEW

Work life balance is needed because it can also affect performance. Work life balance is an important factor that needs to be considered in a company when formulating policies (Kelliher et al., 2019). Human Resources are the central point in every strategy implementation and utilization of resources owned by the company where HR is the implementer of the company's strategy (Olson et al., 2018). Human resource management in a company is a priority so that the company is able to achieve its goals. An important aspect in HR management in a company is how to continuously improve HR competency through HR development programs (Gutierrez-Gutierrez et al., 2018). Efforts to improve employee performance include creating a strong work life balance for all employees at PT Palapa Taxi XPDC Pontianak. The reason for implementing work life balance in the company is because PT Palapa Taxi believes that work life balance in the company affects performance because it is predicted whether employees can separate their personal lives and work lives so that employees always focus on doing their jobs in the company.

Motivation is needed so that there is no negligence in working so that they always obey the written and unwritten regulations that have been set and improve performance. This requires the company management to overcome it so that employees can always be based on the accuracy of regulations, procedures, and policies. Leaders in the company must always provide motivation and supervision and check employee performance so that matters of indiscipline and other problems that occur in the company carried out by employees can be resolved. Work motivation is the provision of motivation to move someone or which can cause encouragement or conditions (Basalamah, 2021). So, it can also be said that motivation is a factor that encourages people to act. Motivation must come from each employee who is also assisted by the role of leadership (Shafi et al., 2020 and Hajiali et al., 2022). This motivation has a big role in achieving company goals which have a good effect on employee performance. Without motivation, employees are slower to work and complete each responsibility (Johari & Jha, 2020). Regarding motivation, even though the number of employees is still lacking and there are employees coming and going, every job is still completed well and according to target.

Related to this research, there are previous empirical studies on communication, work discipline, work-life balance and motivation on employee performance where these studies are the study for this research. Research by Riyanto et al. (2021) states that communication has a positive and significant effect on employee performance. Research by Al-Hafizh & Hartono (2022) states that work discipline has a positive and significant effect on employee performance. Research by Supratman & Wahyudi (2020) states that work-life balance has a positive and significant effect on employee performance. Research by Dwirizkalia & Pujianto (2022) states that motivation has a positive and significant effect on employee performance.

Based on the background above, there are several objectives in this study. First, to test and analyze the effect of communication on employee performance. Second, to test and analyze the effect of work discipline on employee performance. Third, to test and analyze the effect of work-life balance on employee performance. Fourth, to test and analyze the effect of motivation on employee performance. Fifth, to test and analyze the effect of communication on motivation. Sixth, to test and analyze the effect of work discipline on motivation. Seventh, to test and analyze the effect of work-life balance on motivation. Eighth, to test and analyze the effect of communication on employee performance. Ninth, to test and analyze the effect of work discipline on employee performance. Finally, tenth, to test and analyze the effect of work-life balance on employee performance. This framework is designed to describe the relationship between leadership, human resources, work motivation, and employee performance. Using PLS-SEM, this study aims to test whether leadership and human resources have a direct or indirect influence on employee performance through work motivation as an intervening variable. The research model developed is expected to provide deeper insight into the factors that influence employee performance. The following is the conceptual framework of this study.

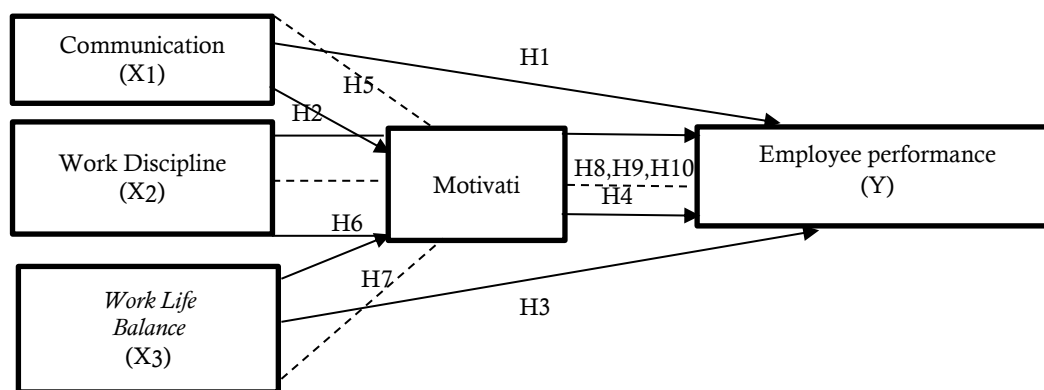


Figure 1. Research Framework

METHOD

This study uses descriptive analysis techniques and Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the collected data. Descriptive analysis techniques are used to provide an overview of the data, while PLS-SEM is used to test predetermined hypotheses. This method allows researchers to identify the relationship between the variables in the research model. In this study, the sample used consisted of 15 respondents who were selected to provide data through a questionnaire. Data processing was carried out using SmartPLS software, which is a tool commonly used in PLS-SEM analysis. In the context of this study, two independent variables were used, namely leadership and human resources. In addition, there is one intervening variable, namely work motivation, which functions as a mediator between the independent variable and the dependent variable. The dependent variable in this study is employee performance, which is the main focus of the analysis. This study also includes the development of a conceptual framework that connects all variables studied.

RESULT

In this study, descriptive analysis shows that the average score of respondents' responses for each research variable is in a fairly high interval, namely between 3.41 and 4.20. This indicates that in general, respondents gave a positive assessment of the variables studied. This high average score is important because it shows that respondents' perceptions of the indicators used in this study are very good. With an average respondent answer ranging from 3 to 4, we can conclude that the majority of respondents have a view that agrees or strongly agrees with the statements presented in the research questionnaire. Further analysis through validity testing revealed that each item in the research instrument has a factor loading value greater than 0.5. This indicates that each item in the instrument is valid or reliable in measuring the intended variable (Cheah et al., 2018). Validity testing is an important step in the research process, because validity shows the extent to which an instrument actually measures what it should measure. With these results, we can be confident that this research instrument has been well designed and can effectively capture accurate and relevant data.

In addition, the reliability test conducted showed that the composite reliability and Cronbach's alpha values for all latent variables in this study exceeded 0.7. This value indicates that the items in each latent variable have good internal consistency, so they are considered reliable in measuring the intended concept (Hair et al., 2019). High reliability means that the instrument can produce consistent results over time, thus providing more confidence in the conclusions drawn from the data in this study. The results of the first hypothesis analysis show that communication has a positive and significant effect on employee work motivation (Ali & Anwar, 2021). In other words, the better the communication that occurs in the work environment, the higher the employee work motivation. Effective communication allows employees to feel more appreciated, have a clear understanding of the organization's goals, and feel more involved in the work

process. All of these factors contribute to increased work motivation, which in turn can increase employee productivity and job satisfaction.

The second hypothesis states that work discipline also has a positive and significant effect on employee work motivation. These results indicate that the higher the level of work discipline, the higher the employee work motivation (Sulila, 2019). Work discipline reflects the extent to which employees comply with the rules and procedures set by the company. Disciplined employees tend to be more motivated because they have a high sense of responsibility, understand the importance of their work, and tend to achieve their goals more efficiently. Furthermore, the third hypothesis shows that work-life balance has a positive and significant effect on employee work motivation. A good work-life balance allows employees to balance their personal and work lives, which in turn increases their motivation at work (Oludayo et al., 2018). When employees feel that they have enough time and energy to balance the demands of work and personal life, they tend to be more satisfied with their jobs, experience less stress, and are more motivated to contribute positively to the organization.

In the fourth hypothesis, it was found that work motivation has a positive and significant effect on employee performance. This result shows that employees who have high work motivation tend to have better performance. High work motivation encourages employees to work more diligently, strive to achieve the targets that have been set, and contribute maximally to achieving organizational goals (Hajiali et al., 2022). Thus, organizations that succeed in increasing employee work motivation can expect an increase in overall performance. The fifth hypothesis indicates that communication has a positive and significant effect on employee performance. This means that effective communication not only increases work motivation but also directly improves employee performance. Good communication ensures that employees understand their duties and responsibilities, have access to the information they need to do their jobs well, and feel that their voices are heard by management. All of this contributes to improved individual performance and, ultimately, overall organizational performance.

The results of the analysis of the sixth hypothesis show that work discipline also has a positive and significant effect on employee performance. Disciplined employees tend to work more efficiently, minimize errors, and achieve consistent results. Work discipline creates a structured environment, where employees understand the expectations that have been set and work to meet them (Rahman, 2020). This allows organizations to achieve their goals more effectively and efficiently. The seventh hypothesis found that work-life balance also has a positive and significant effect on employee performance. When employees have a good work-life balance, they tend to be fresher, more focused, and more productive at work. They not only feel more satisfied with their lives overall, but are also better able to give their best in their work. Thus, organizations that support their employees' work-life balance can expect an increase in employee performance.

In addition, the analysis also shows that work motivation has a role as a mediator in the relationship between communication, work discipline, and work-life balance on employee performance (Vasumathi et al., 2019). This means that work motivation is a key factor that bridges the influence of communication, work discipline, and work-life balance on employee performance. In this context, it can be concluded that to improve employee performance, companies need to focus not only on aspects of communication, work discipline, and work-life balance but also on how these aspects can improve employee work motivation. Overall, the results of this study indicate that communication, work discipline, and work-life balance are important factors that influence employee work motivation and performance. Thus, management needs to consider implementing strategies that can improve communication, work discipline, and work-life balance within the organization, to improve employee motivation and performance (Abdirahman et al., 2018). Implementing the right strategy in these three aspects will have a positive impact on the productivity and success of the organization as a whole. This study makes an important contribution to understanding the factors that influence employee performance and provides a basis for developing effective policies in human resource management.

CONCLUSION

The results of this study, it can be concluded that communication has a positive and significant effect on motivation, work discipline has a positive and significant effect on motivation, work life balance has a positive and significant effect on motivation, motivation has a positive and significant effect on employee performance, communication has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, work life balance has a positive and significant effect on employee performance, work motivation mediates the relationship between communication and employee performance, motivation mediates the relationship between work discipline and employee performance and motivation mediates the relationship between work life balance and employee performance. Based on the results of the study, there are several suggestions that can be given. First, for business owners, it is expected to continue to provide work enthusiasm for employees, so that they can produce good performance and be able to maintain the existence of the business and customer satisfaction. Second, for further research, it is expected to continue this research by adding variables such as communication, discipline, work-life balance, and motivation to employee performance. The addition of other variables is also suggested in order to enrich the research results and provide more varied results.

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