

THE EFFECT OF WORK MOTIVATION, COMMUNICATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE ON PT. JNE EXPRESS BENGKULU (Case Study of PT. JNE Express Bengkulu)

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ABSTRACT

The title of this research is The Effect of Work Motivation, Communication and Work Discipline on Employees at PT JNE Express Bengkulu. This study aims to analyze the effect of work motivation, communication, and work discipline on employee performance at PT. JNE Express Bengkulu. Quantitative methods were used with a sample of 55 employees, and data were collected through questionnaires and analyzed by multiple linear regression to determine the relationship between the variables studied. The results showed that work motivation, effective communication, and work discipline have a positive and significant influence on employee performance. Employees who are motivated, communicate well, and are disciplined tend to have better performance compared to employees who have low work motivation. In addition, effective communication is also proven to have a positive influence on employee performance. Overall, this study concludes that work motivation, communication, and work discipline together have a significant impact on employee performance. These findings provide practical recommendations for company management to improve performance through increased motivation, communication, and work discipline.

INTRODUCTION

Human resources are an important factor in a company to achieve the company's planned goals. Every company always strives to obtain human resources who can help in the effort to achieve the company's goals. Quality resources among others are indicated by high performance and productivity. Therefore, it is necessary for management and development that aims to create productive human beings to achieve the company's goals. The study of employee performance is often carried out by human resources researchers, because performance has an important role in the improvement and work system of each company. The role of work motivation, communication, and work discipline also affects good employee performance. The influence of work motivation, communication and work discipline can affect employee performance, employee performance is important in the development of the company.

According to (Fauzi, 2020a) performance is a work result achieved by a person in carrying out his duties which are charged to him which are based on skills, experience, and seriousness and time, performance is a combination of three important factors, namely the ability and interest of a worker, acceptance of the explanation of the delegation of tasks and the role and motivation level of a worker. Good employee performance always makes a positive contribution. In general, employee performance can be judged by an increase in ratings or increased profits from the company. If the company experiences continuous profits, then employee performance is considered to make a positive contribution.

Communication is also very important for all functions of the company because the operational and management systems are moved by communication. Good communication can form a good work atmosphere and work morale so that it can improve employee performance and vice versa if the communication is poor, it will make it difficult for employees to carry out the duties of a company. In realizing a good performance between superiors and subordinates, they must establish good communication and be able to create a harmonious atmosphere in the middle of the work process.

With the motivation of the leadership and the work environment and also establishing good communication, the company really expects that every individual in the company can create high work discipline for the company's progress in achieving effective and efficient company goals. Discipline at work is one of the things that can advance employee performance. According to (Febriani, 2019) "Work discipline is an attitude of respect for the company's regulations and regulations, which exist in employees, which causes employees to be able to voluntarily adjust to the company's regulations and regulations". Discipline is the awareness and willingness of a person to obey all the rules and regulations and norms that apply. Awareness is the attitude of a person voluntarily obeying all regulations and being aware of his duties and responsibilities so that he will obey/do all his duties well, not under duress (Illanisa et al., 2019).

According to (Paputungan, 2015) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase awareness and willingness of a person to obey all company regulations and applicable social norms. Without discipline, all activities that will be carried out will

bring unsatisfactory results and are not in accordance with expectations. When viewed in real terms, the discipline factor plays a very important role in the implementation of the daily duties of employees. An employee who has a high level of discipline will continue to work well even without being supervised by a superior, will not steal work time to do other things that have nothing to do with work, will obey the rules in the work environment with a high awareness without a sense of coercion, and in the end employees who have high work discipline will have a good performance when compared to employees who are lazy. Because he used his working time as best as possible to carry out work in accordance with the targets that had been set.

One of the obstacles to discipline is the level of attendance that is often not in accordance with the predetermined working hours, including absenteeism without explanation, negligence in completing the work that has been given by the superior, therefore discipline is closely related to time and responsibility in carrying out work. Therefore, the sense of discipline to create good employees must be instilled in every employee, on the contrary, not on coercion or demands alone but based on awareness from within each employee. To apply good discipline, employees must obey time rules, obey company regulations, obey rules of conduct at work and obey other rules contained in the company. If discipline has been instilled in them, it will make employee performance maximum.

PT. Jalur Nugraha Eka Kurir (JNE), or better known as JNE Express, is an Indonesian logistics and freight forwarding company headquartered in West Jakarta, Indonesia. JNE is known as one of the largest freight forwarding companies in Indonesia. Freight forwarding services are the activities of a person or organization that offers its services to be used in logistics activities or commonly known as expedition services. So it can be concluded that freight forwarding services are a business entity engaged in the business of shipping goods, while the route in shipping the goods is by land, air, or sea and provides effective and efficient services to meet the satisfaction of customers who will send their goods.

Lack of motivation has an impact on communication between employees and leaders is not good because employees are not motivated to do their work. In providing motivation, a leader needs to interact with his employees. There are often misunderstandings of communication between employees or leadership and the existence of authority limitations, making employees inefficient in completing tasks and can result in a decrease in the quality of employee performance. In the Company, employees also lack discipline in doing work or working due to the impact of lack of motivation and communication between fellow employees and superiors. This causes various kinds of problems and becomes an obstacle for the company in achieving its goals. The lack of employee discipline also arises due to employees being less motivated in doing work, employees become lazy in completing the work given so that the work cannot be timed in the completion process. Meanwhile, the demand for delivery of goods from PT. JNE Express Bengkulu, according to one of its employees, always increases every month. Lack of discipline of existing employees, will hamper the delivery process, one example of a lack of discipline employees is often late for working hours, not using company attributes or identity, and not completing work on time. This is what affects employee performance.

LITERATURE REVIEW

a. Work Motivation

According to (Suswati, 2022) motivation is a condition of energy that moves employees who are directed or directed to achieve the company's organizational goals. Indicators to measure work motivation according to (Adinda et al., 2023) explain that:

1. Impulse to achieve goals
2. Morale
3. Initiative and creativity
4. Sense of responsibility

b. Communication

According to (Sari et al., 2018), communication is the transfer of information and understanding from one person to another. Based on the opinions of experts, communication can be concluded as the process of transferring information, ideas or ideas, understandings from one person to another with the hope that the other person can interpret it according to the intended purpose. Communication indicators according to (Mubyl & Latief, 2019) are as follows:

1. Openness
2. Empathy
3. Backing
4. Positive feeling
5. Similarities

c. Work Discipline

According to (Pranitasari, 2021) "work discipline is an attitude of respect, appreciation, obedience and obedience to applicable regulations and being able to carry them out and not avoid receiving sanctions if they violate the duties and authority given to them". According to Singodimedjo in Saleh & Utomo, 2018, the indicators of work discipline are as follows:

1. Obey the rules of time
2. Obey company regulations
3. Obey the rules of conduct at work
4. Obey other regulations in the company

d. Performance

Employee performance is the work achieved by a person or group of people in accordance with the authority or responsibility of each employee during a certain period ((Fauzi, 2020b). According to (Silaen et al., 2021) stated that employee performance can be measured by the following indicators:

1. Work Quantity, which includes the number of jobs that can be completed.
2. Quality of Work, which applies as a standard for the process of implementing organizational plan activities.
3. Punctuality of work completion, namely the fulfillment of the suitability of the time needed or expected in the implementation of activities.

RESEARCH METHOD

This research is quantitative Research carried out at PT. JNE Express Bengkulu

which is located on Jln. Flamboyan Raya No.19, Kebun Kenanga Village, Ratu Agung District, Bengkulu City. The population in this study is all employees at PT. JNE Express Bengkulu has 122 employees with a sample of 55 employees based on calculations. The data collection technique of this research uses questionnaires (questionnaires), documentation (Literature Studies) and observations. The data analysis techniques of this study used validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis, determination tests and hypothesis tests.

RESEARCH RESULTS AND DISCUSSION

Based on the results of research conducted by researchers on the influence of work motivation, communication and work discipline on employee performance at PT JNE Express Bengkulu, with the variables studied consisting of motivation (X1), communication (X2), work discipline (X3) and employee performance (Y). The following are the results of multiple linear regression analysis obtained through data processing using SPSS version 20.

Table 1
Multiple Linear Regression Analysis Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	11.716	6.650		1.762	.084
Motivation	.094	.176	.076	.534	.596
Communication	.086	.138	.085	.625	.535
Work Discipline	.404	.167	.350	2.419	.019

a. Dependent Variable: KINERJA

Source : Data results processed with spss

Based on the output of SPSS version 20 as shown in the table above, mathematically the equation is as follows:

$$Y = 11,716 + 0,094 X_1 + 0,086X_2 + 0,404 X_3$$

1. The constant value of 11.716 means that if work motivation (X1), communication (X2) and work discipline (X3) are considered non-existent, then the employee's performance (Y) value is 11.716.
2. A β_1 value of 0.094 with a positive relationship direction shows that if work motivation experiences an increase in the value of one unit, it will be followed by an increase in employee performance by 0.094 units assuming that other independent variables are considered constant.
3. A β_2 value of 0.086 with a positive relationship direction shows that if work communication experiences an increase in the value of one unit, it will be followed by an increase in employee performance by 0.086 units assuming that other independent variables are considered constant. A
4. β_3 value of 0.404 with a positive relationship direction shows that if work discipline experiences an increase in the value of one unit, it will be followed by

an increase in employee performance by 0.404 units assuming that other independent variables are considered constant.

Table 2
Results of T Test Analysis

Coefficients ^a Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	11.716	6.650		1.762	.084
1 Motivation	.094	.176	.076	2.534	.596
Communication	.086	.138	.085	2.625	.535
Work Discipline	.404	.167	.350	2.419	.019

a. Dependent Variable: Performance

Source : Data results processed with spss

1. Based on the t-test, the calculation T for the work motivation variable (X1) was 2.534 and the Ttable was 2.006. So the Tcount > Ttable (2.534 > 2.006) and the work motivation variable (X1) have a significant value of $0.000 < 0.05$, this means that Ha is accepted and H0 is rejected, then work motivation (X1) has a significant effect on the performance of the personnel (Y).
2. Based on the t-test, the T-Count value for work communication (X2) was 2.625 and the t-table was 2.006. So the Tcount > Ttable (2.625 > 2.006) and the work communication variable (X2) have a significant value of $0.000 < 0.05$, this means that Ha is accepted and H0 is rejected, then work communication (X2) has a significant effect on employee performance (Y).
3. Based on the t-test, the T-Count value for work discipline (X3) was 2.419 and the t-table was 2.006. So the Tcount > Ttable (2.419 > 2.006) and the work discipline variable (X3) have a significant value of $0.000 < 0.05$, this means that Ha is accepted and H0 is rejected, then work communication (X3) has a significant effect on employee performance (Y).

To find out whether the independent variables together affect the bound variables, the F test or the ANOVA test is carried out. To analyze the data, it was carried out using the SPSS 20 program. The results of the F test on the influence of work motivation (X1), work communication (X2), and work discipline (X3) variables on employee performance variables (Y) can be seen as follows.

Table 3
Results of Test Analysis F

ANOVA ^a Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	65.295	3	21.765	1.995	.126 ^b
1 Residual	556.414	51	10.910		
Total	621.709	54			

- a. Dependent Variable: Performance
- b. Predictors: (Constant), Work Discipline, Communication, Motivation

Source : Data results processed with spss

From the results of the calculation with the SPSS 20 Program, a value of F_{cal} was obtained of 1,995 while F_{tabel} with $\alpha = 0.05$ was 3.18 because the value of $F_{cal} > F_{tabel}$ ($1,995 < 3.18$) while the significant value of $0.000 < 0.05$ can be concluded that H_0 is accepted and H_a is rejected, meaning that work motivation (X1), work communication (X2), and work discipline (X3) are affected together on employee performance (Y).

a. The Effect of Work Motivation on Employee Performance

From the research conducted based on respondents' responses to work motivation variables, an average value was obtained which showed that respondents' responses to work motivation variables were in the good scale category. When viewed from the respondents' responses regarding statements on the work motivation variable, the lowest average score is included in the category of quite good scale. In this case, employees should get a stronger push to improve their morale and performance. In contrast, the highest average score indicates an excellent scale category, which means employees must continue to improve their motivation to stay performing and working optimally.

Based on the results of hypothesis testing using the T Test (Partial), the results show that H_a is accepted and H_0 is rejected, which means that work motivation has a significant influence on employee performance. The data shows that the work motivation variable in this study has a positive effect on employee performance.

The results of this study are in line with the theory put forward by (Apsari et al., 2024) which states that work motivation is an internal impulse that makes a person enthusiastic about work, resulting in optimal performance. Good motivation can increase individual energy and creativity in achieving company goals, so that employee work productivity increases. In other words, when work motivation is managed properly, employee performance will improve.

This research is also consistent with the results of previous research presented by (Shintia & Riduwan, 2021), which states that work motivation has a positive and significant influence on employee performance. In addition, research conducted by (Hasanah et al., 2018) shows that motivational factors such as rewards and recognition play an important role in improving employee performance. Hasanah found that employees who feel valued and recognized for their performance tend to be more motivated and, in turn, perform better. Furthermore, research by (Wijaya et al., 2022) identified that the work discipline factor also has a significant relationship with employee performance. Their research shows that employees who consistently adhere to work regulations and schedules have higher levels of performance compared to those who are less disciplined. This supports the argument that discipline is an important element in achieving optimal work performance.

The existence of problems or challenges faced by employees can increase their motivation, as these challenges can encourage employees to improve and improve their performance. The results of the analysis show that work motivation has a positive and significant effect on employee performance, meaning that with the increase in work motivation at PT. JNE Express Bengkulu, there will be a significant positive influence in

improving employee performance. In other words, employee performance can be improved through effective work motivation at PT. JNE Express Bengkulu.

b. The Influence of Work Communication on Employee Performance

From the research conducted based on respondents' responses to the work communication variables, an average value was obtained which showed that the respondents' responses to the work communication variables were in the good scale category. When viewed from the respondents' responses regarding statements on the work communication variable, the lowest average score is included in the category of a fairly good scale. In this case, employees should get stronger support to improve the effectiveness of their communication and performance. In contrast, the highest average score indicates the scale category is excellent, which means employees must continue to improve their communication to stay performing and working optimally. Based on the results of hypothesis testing using the T Test (Partial), the results show that H_a is accepted and H_0 is rejected, which means that work communication has a significant influence on employee performance. The data shows that the work communication variable in this study has a positive effect on employee performance.

The theory that supports this finding is the theory of effective communication put forward by (Wijaya et al., 2022) stating that work communication is an important process that affects the effectiveness of individual and organizational work, as well as contributing to optimal performance. Good communication can improve coordination and collaboration between employees, resulting in increased work productivity. In other words, when work communication is well managed, employee performance will improve. The results of this study are in line with the theory put forward by Wijaya et al (2022), which states that work communication is an important process that affects the effectiveness of individual and organizational work, as well as contributes to optimal performance. Good communication can improve coordination and collaboration between employees, resulting in increased work productivity. In other words, when work communication is well managed, employee performance will improve.

This research is also consistent with the results of previous research presented by (Sugiono & Tobing, 2021) which states that work communication has a positive and significant influence on employee performance. The results of the analysis show that work communication has a positive and significant effect on employee performance, meaning that with the increase in work communication at PT. JNE Express Bengkulu, there will be a significant positive influence in improving employee performance. In other words, employee performance can be improved through effective work communication at PT. JNE Express Bengkulu.

c. The Effect of Work Discipline on Employee Performance

Based on the respondents' responses to the work discipline variables, the average score shows that the respondents' responses are in the good scale category. Nonetheless, the lowest average score on work discipline-related statements falls into the fairly good category of the scale, indicating that employees need additional support to improve their discipline effectiveness and performance. In contrast, the highest average score is in the excellent scale category, which indicates that employees need to continuously improve

their work discipline to maintain performance and work optimally. The results of hypothesis testing using the T Test (Partial) show that H_a is accepted and H_0 is rejected, which means that work discipline has a significant influence on employee performance. This data indicates that the work discipline variable in this study has a positive impact on employee performance.

These findings are in line with the theory put forward by (Wafa, 2024), which states that work discipline is a crucial factor in improving the work effectiveness of individuals and organizations, as well as contributing to optimal performance. Good discipline can improve work consistency and reliability, resulting in increased productivity. In other words, good work discipline management will contribute to improving employee performance. This research is also consistent with the results of a recent study by (Pratama, 2020), which states that work discipline has a positive and significant influence on employee performance.

The existence of problems or challenges in work discipline faced by employees can spur them to improve and improve their discipline skills. The results of the analysis show that work discipline has a positive and significant effect on employee performance, meaning that with the increase in work discipline at PT. JNE Express Bengkulu, there will be a significant positive impact in improving employee performance. In other words, employee performance can be improved through the implementation of effective work discipline at PT. JNE Express Bengkulu.

d. The Influence of Motivation, Communication and Work Discipline on Employee Performance

Based on the analysis of the variables of motivation, communication, and work discipline, the results show that these three factors have a significant influence on employee performance. In terms of motivation, the average score shows that work motivation is in the good category. Although there were differences in motivation levels among respondents, with some statements showing quite good results, this indicated the need for a more strategic approach to increasing motivation. Optimal motivation plays an important role in encouraging employees to achieve higher performance, as strong internal drive contributes to increased energy and creativity at work.

Work communication also shows a positive influence on employee performance. The average score of the respondents' responses was in the good category, but there was a difference between the statements with the highest and lowest average scores. Increased communication effectiveness can improve coordination and collaboration between employees, which in turn increases work productivity. The results of the hypothesis test using the T Test (Partial) show that work communication has a significant influence on performance, in line with the theory that effective communication is the key to improving individual and organizational performance.

Work discipline, as the third variable, also contributes significantly to employee performance. The average score of respondents' responses showed that work discipline was in the good category, although there was a difference between the highest and lowest average scores on discipline-related statements. Consistent and maintained discipline is a crucial factor in increasing work effectiveness and employee productivity. The results of the statistical test show that work discipline has a significant positive influence on

performance, in accordance with the theory that good discipline can improve work consistency and reliability.

Overall, the results of this study underscore the importance of the three factors—motivation, communication, and work discipline in improving employee performance. This study supports previous findings that stated that good motivation, communication, and discipline contribute significantly to improved performance. By focusing on managing these three aspects effectively, companies can improve the productivity and quality of employees' work across the board.

CONCLUSION

Based on the results of the research and discussion in the previous chapter regarding the influence of motivation, communication, and work discipline on employee performance at PT. JNE Express Bengkulu, can be summarized as follows:

1. Motivation has a positive and significant effect on employee performance at PT. JNE Express Bengkulu. This shows that increased motivation can improve employee performance in the company.
2. Communication has a positive and significant effect on employee performance at PT. JNE Express Bengkulu. Improvements in work communication will have a positive impact on employee performance, demonstrating the importance of effective communication in increasing productivity.
3. Work discipline has a positive and significant effect on employee performance at PT. JNE Express Bengkulu. With good work discipline, employee performance can improve significantly, indicating that discipline is a key factor in performance.

Motivation, communication, and work discipline together have a positive and significant effect on employee performance at PT. JNE Express Bengkulu. These three factors support each other and contribute to improving employee performance, showing that the combination of these three variables is crucial to achieving optimal performance in the company

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