

The Influence of Effective Communication, Work Motivation and Work Discipline on Employee Work Productivity in Emping Blinjo Msmes in Kediri

Anita Sumelvia Dewi^{1*}, Sudarmiati², Ludi Wishnu Wardana³

¹Doctoral Program in Management, Universitas Negeri Malang,

^{2,3}Faculty of Economics and Business, Universitas Negeri Malang

Corresponding author: Anita Sumelvia Dewi

anita.dewi.2304139@students.um.ac.id

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ABSTRAK

The aim of this research is to find out and explain effective communication, work motivation and work discipline which simultaneously have a significant effect on employee work productivity. This type of research uses quantitative research. The data sources in this research use primary and secondary data. The sample in the research was 40 employees of MSMEs Emping Blinjo using saturated sampling techniques. The analysis techniques used are validity test, reliability test, normality test, linearity test, multicollinearity test, heteroscedasticity test, t test, F test, multiple linear regression analysis, and coefficient of determination (R²) test using the SPSS version 25 program. Research results partially the effective communication variable has a positive and significant effect on employee work productivity, the work motivation variable has a positive and significant effect on employee work productivity, and the work discipline variable has a positive and significant effect on employee work productivity. Simultaneously the variables of effective communication, work motivation and discipline work has a significant effect on employee work productivity at Emping Blinjo MSMEs.

INTRODUCTION

The spread of the Covid-19 pandemic in various parts of the world has had a major impact on health and the economy in terms of trade, investment and tourism. Likewise in Indonesia, the implementation of social distance means that people have to be very careful by limiting activities outside the home, which has an impact on various business actors, including MSMEs. Government policies impose social restrictions and physical distancing that limit travel and consumption. So it has an impact on transactions in the market. The various elements affected are restaurants, markets, shopping centers, online transportation and MSMEs. So far, the role of MSMEs is believed to be able to drive a country's economy. During the COVID 19 pandemic, one of the most visible things is how the economy is running, as well as sales. This can be achieved by facilitating safe and comfortable purchases (Winarsih et al., 2021), trying to keep up with technological developments (Zamani, 2022), and carrying out various innovations (Adam & Alarifi, 2021). Human resources are the basic capital used by each company because these human resources are able to fully contribute to the strategy set by the company so that they can support the achievement of the desired goals (Arifin, 2016). Human resources are a factor that has an important role in an organization or company. Therefore, it is important for companies to manage their resources well because it will have an impact on the level of employee work productivity.

Productivity is the result of work compared with initial input before the work process. An increased level of productivity can be marked by increased skills or resource capabilities, improved work systems, improved techniques used during production and routine efficiency (Sutrisno, 2015). The success of employee work productivity cannot be separated from several influencing factors. Effective communication from a company can help company members more easily complete the work they are given. Effective communication must be implemented by all company members, especially company leaders, because effective communication can make it easier for leaders to provide direction, motivation, supervision and coordination. Communication that is implemented ineffectively can also cause the work assigned by the company to not be completed on time. With work motivation in a company, employees will do their work more wholeheartedly and not give up easily. Work motivation is an encouragement that can trigger an employee to be moved and more enthusiastic (Mulyati, 2016). Providing work motivation to an employee in order to increase the level of work productivity, and this is important in the sustainability of a company. Work discipline according to Singodimejo (2002:212) is a person's willingness and readiness to obey and comply with the regulatory norms that apply around them.

The reason the researchers conducted research on the Emping Blinjo MSMEs was because based on the results of observations made on several of its employees, there was a lack of effective communication between superiors and employees, a lack of motivation at work, and a lack of work discipline. This can have an impact on the slow work productivity process of Emping Blinjo MSMEs employees.

Based on the explanation of the background above, the aim of this research is to determine and explain effective communication, work motivation and work discipline partially and simultaneously on employee work productivity.

LITERATURE REVIEW

Effective Communication

According to (Ruky, 2014: 65), communication is a process of transferring and exchanging messages in the form of someone's information, facts, feelings and ideas. According to (Muhammad, 2016: 4), communication is the delivery of messages verbally or non-verbally to other people in order to direct and demonstrate better actions. According to Siagian in (Maulana, 2020: 5), effectiveness means that the resources available are utilized according to needs to support the results of the work carried out.

Work motivation

According to (Fahmi, 2014: 107), motivation is an activity carried out by a person to fulfill the needs and interests to be achieved. According to (Sutrisno, 2011: 109) motivation is a factor that can move the behavior of other people to want to carry out certain activities. According to (Melani et al., 2016: 5), motivation is a condition that can encourage company employees to support the company in achieving the desired goals. (Sutrisno & Sunarsi, 2019).

Work Discipline

According to Sutrisno's statement (2011: 87), discipline is an attitude of respect for company rules and regulations, which exists in employees who voluntarily comply with company rules and regulations." It can be concluded that discipline is a person's effort to instill the value of obeying something so that they have the ability to obey the rules. Basically, there are many indicators that can influence employee discipline in an organization, according to Singodimejo (2002:90), indicators of work discipline include obeying time rules and obeying other rules, while effective work discipline can increase work productivity (Sutrisno & Sunarsi, 2019).

Work productivity

According to Hasibuan in (Busro, 2018: 340), productivity is the result of work carried out by someone and then compared with the initial input or process. According to Riyanto in (Elbadiansyah, 2019: 250), work productivity is the ability of company employees to produce a number of products and according to the desired goals. According to Tohardi in (Sutrisno, 2017: 100), work productivity is behavior carried out by someone who has the desire to always improve previous behavior. (Carol & Florah, 2019). Productivity is about human attitudes and mentality (Anjanarko & Jahroni, 2022).

Theory of Relationships Between Variables

1. Effective Communication on Work Productivity

Communication is a very important role in a company because with communication, information is conveyed appropriately between employees. Good communication within a company can increase employee work productivity because there is good cooperation between employees and superiors. Therefore, communication within the company must be well maintained from top to bottom managerial roles and vice versa so that the interpretation of messages reaches its intended purpose and does not hamper employee work productivity.

H1: Effective Communication has a significant effect on Work Productivity

2. Work Motivation on Work Productivity

Employee work motivation in a company is a factor that can increase employee productivity at work. Because work motivation can cause, channel and support the behavior or actions of an employee so that they are willing to work hard and enthusiastically in achieving optimal results. Therefore, the higher the work motivation of an employee provided by the company or originating from within a person, the greater the employee's work productivity.

H2: Work Motivation has a significant effect on Work Productivity

3. Work discipline on work productivity

Work discipline is a separate system or rule and a person's efforts to instill the value of obeying something so that their employees have the ability to obey the rules, this can increase the employee's work productivity.

H3: Work discipline has a significant effect on work productivity

4. Communication Effectiveness, Work Motivation and Work Discipline on Work Productivity

Effective communication is established with both in a company, cooperation between employees and with superiors will run harmoniously resulting in productivity employee work will increase. Work motivation is able to encourage employee actions to work more actively and enthusiastically in achieving optimal results, so that employees will be more productive at work. The work discipline that is created will make employees more diligent and with strong determination in doing their work, this can affect their level of productivity.

H4: Effective Communication, Work Motivation and Work Discipline have a significant effect on Work Productivity.

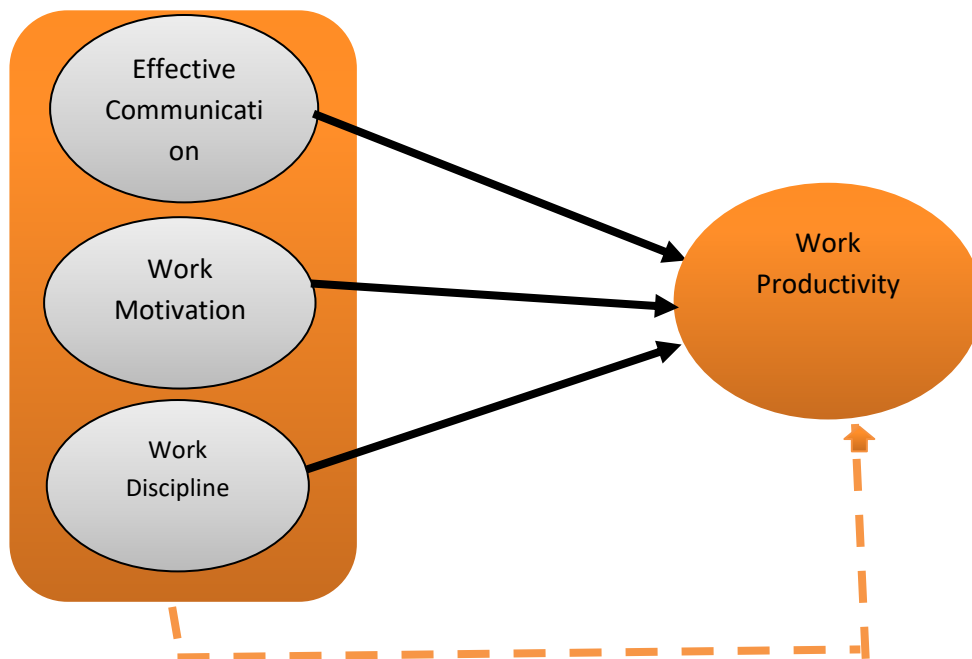


Figure 1. Conceptual Framework

METHODOLOGY

Types of research

The type of data used in this research is quantitative data research. According to (Sujarweni, 2015: 39) quantitative research is a type of research that uses data in the form of numbers as an analytical tool so that it can produce images or information that suit the research objectives. The data used in this research is the number of employees or the number of respondents who will be research subjects.

Population and Sample

According to (Sugiyono, 2016: 117), the definition of population is an object that has certain conditions which can be determined by the researcher himself in order to draw conclusions at the end. In this study, the population was all employees of MSME Emping Blinjo, consisting of 40 employees.

According to (Arikunto, 2013: 174), the sample is part of the research population. Determining the sample size in this study used a saturated sampling technique which uses all members of the population as samples. So the sample in this study was all employees of MSME Emping Blinjo, consisting of 40 employees.

Operational Definition of Variables

1. Effective Communication

According to (Sutardji, 2016) the indicators in this research consist of:

- 1) Understanding appreciation
- 2) Pleasure
- 3) Influence on attitudes
- 4) The relationship is getting better

5) Action

2. Work Motivation

According to (Sedarmayanti, 2015) the indicators for this research consist of:

- 1) Supervision
- 2) Work relationship
- 3) Confession
- 4) Success

3. Work Discipline

According to (Singodimejo, 2002) the indicators for this research consist of:

- 1) Entry time
- 2) Clock out
- 3) Get dressed
- 4) Behave
- 5) Work

4. Work productivity

According to (Sutrisno, 2017) the indicators in this research consist of:

- 1) Ability
- 2) Increase yield which is achieved
- 3) Work spirit
- 4) Self-development
- 5) Stop

Data analysis technique

1. Validity test

According to (Sujarweni, 2015: 165), validity tests are used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure.

2. Reliability Test

According to (Sujarweni, 2015: 169), reliability tests were carried out on question items that were declared valid. A questionnaire is said to be reliable if a person's answers to statements are consistent or stable over time.

3. Classic Assumption Test

1) Normality Test

According to (Ghozali, 2016: 154), the normality test is a test that aims to measure the regression model that occurs on the independent variable and the dependent variable, whether they are normally distributed or not.

2) Multicollinearity Test

According to (Ghozali, 2016: 103), the multicollinearity test is a test that aims to measure the regression model between independent variables, whether they have a relationship or a correlation.

3) Heteroscedasticity Test According to (Ghozali, 2016), the heteroscedasticity test is a condition where the independent variable has an error confounders and their variances are not constant. Good results are variable regression models free of heteroscedasticity symptoms.

4) Linearity Test

According to (Ghozali, 2016) the linearity test is used to see whether the model specifications used are correct or not. Should the function used in an empirical study be linear, quadratic, or cubic?

4. Multiple Linear Regression Analysis

According to Ghozali in (Sujarweni, 2015: 227), this research aims to see the influence between the independent variable and the dependent variable in a linear equation.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

5. t Test (Partial Test)

According to (Sujarweni, 2015: 229), the t test is a statistical test that can be used to determine the effect of individual independent variables on the dependent variable. The t test is used to prove the hypothesis which states the partial influence of Effective Communication, Work Motivation and Work Discipline on Employee Work Productivity.

6. F Test (Simultaneous Test)

According to (Sujarweni, 2015: 228), the F test is a statistical test that can be used to determine the effect of the independent variables together on the dependent variable. The F test is used to prove the hypothesis which states the simultaneous influence of Effective Communication, Work Motivation and Work Discipline on Employee Work Productivity.

7. Coefficient of Determination Test

The Coefficient of Determination (R^2) or what can be called Goodness of fit is a measure that can describe the ability of the dependent variable. The Coefficient of Determination is a very important measurement in the regression model.

RESEARCH RESULT

Validity test

Table 1. Validity Test

Variable	Goods	Say	Is
X1	1-10	< 0,05	Valid
X2	1-8	< 0,05	Valid
X3	1-10	< 0,05	Valid
AND	1-10	< 0,05	Valid

(Source: Processed data, 2023)

It is known that the results of the validity test on the variables effective communication (X1), work motivation (X2), work discipline (X3), and work productivity (Y) have a sig correlation <0.05. Therefore, all variable instrument items are declared valid.

Reliability Test

Table 2. Reliability Test

Variable	Alfa Cronbach	Is
X1	0,969	Reliable
X2	0,888	Reliable
X3	0,947	Reliable
AND	0,958	Reliable

(Source: Processed data, 2023)

It is known that the reliability coefficient values of the variables effective communication (X1), work motivation (X2), work discipline (X3), and work productivity (Y) have *alfa cronbach* > 0.6, then the questionnaire data results in this study have a good level of reliability, and the questionnaire data can be trusted.

Normality test

Table 3. Normality Test

Variable	Say	Is
X1	0,062	Normal
X2	0,101	Normal
X3	0,096	Normal
AND	0,123	Normal

(Source: Processed data, 2023)

It is known that the variable values of effective communication (X1), work motivation (X2), work discipline (X3), and work productivity (Y) have a sig value > 0.05. So it can be concluded that the data in this study is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test

Variable	Tolerance	VIF
X1	0,118	5.930
X2	0,195	5.120
X3	0,125	5.466

(Source: Processed data, 2023)

Known value tolerance from the variables effective communication (X1), work motivation (X2), and work discipline (X3) > 0.1. The VIF value of the variables effective communication (X1), work motivation (X2), and work discipline (X3) < 10. So it can be concluded that the regression model analysis for these variables does not contain symptoms of multicollinearity.

Heteroscedasticity Test

Figure 1. Heteroscedasticity Test

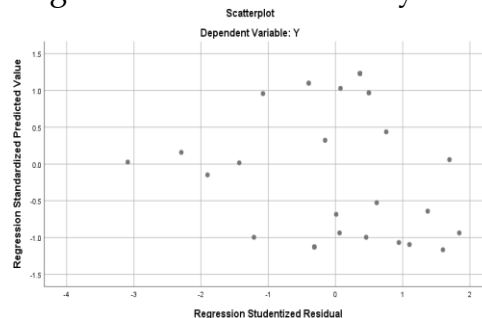


Figure 1. Heteroscedasticity Test

(Source: Processed data, 2023)

Based on the results of the heteroscedasticity test, it can be seen that the points are spread out and do not form a particular pattern, and are scattered around the number 0 (zero) on the Y axis. So it can be concluded that the data in this study do not have symptoms of heteroscedasticity.

Linearity Test

Table 5. Linearity Test

Variable	Problem. Sig	Say F	Is
X1 is Y	0,05	0,808	Linear
X2 and Y	0,05	0,053	Linear
X3 and Y	0,05	0,652	Linear

(Source: Processed data, 2023)

It is known that the sig value of the variables effective communication and work productivity, work motivation, work discipline and work productivity is > 0.05, so according to the guidelines by looking at deviation from linearity if the result is > 0.05 then the relationship between variables is linear.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression

Variable	Regression
constant	14.941
X ₁	0,465
X ₂	0,289
X ₃	0,535

(Source: Processed data, 2023)

$$Y = 14.941 + 0.465 X_1 + 0.289 X_2 + 0.535 X_3 + e$$

1. Constant Value (a) = 14.941 This means that if communication is effective (X₁), work motivation (X₂), work discipline (X₃), is equal to zero (0), so work productivity (Y) is 14.941.

2. Regression X₁ (b₁) = 0.465

The effective communication value (X₁) is 0.465, meaning that if X₁ increases by 1 unit, then the amount of Y increases by 0.465 units assuming the other independent variables remain constant.

3. Regresi X₂ (b₂) = 0.289

The work motivation value (X₂) is 0.289, meaning that if X₁ increases by 1 unit, then the amount of Y increases by 0.289 units assuming the other independent variables remain constant.

4. Regression X₃ (b₃) = 0.535

The work discipline value (X₃) is 0.535, meaning that if X₃ increases by 1 unit, the amount of Y increases by 0.535 units assuming the other independent variables remain constant.

t Test (Partial)

Table 7. T test (Partial)

Variable	Sig	Is
X ₁	0,011	H ₁ is accepted
X ₂	0,000	H ₂ is accepted
X ₃	0,000	H ₃ is accepted

(Source: Processed data, 2023)

1. The sig value of the effective communication variable (X₁) is 0.011. The sig value is 0.011 < prob 0.05, so it can be concluded that H₀ is rejected and H₁ is accepted. This means that the Effective Communication variable partially has a significant effect on Work Productivity.

2. The sig value of the work motivation variable (X2) is 0.000. The sig value is $0.000 < \text{prob } 0.05$, so it can be concluded that H0 is rejected and H2 is accepted. This means that the Work Motivation variable partially has a significant effect on Work Productivity.
3. The sig value of the work discipline variable (X3) is 0.000. The sig value is $0.000 < \text{prob } 0.05$, so it can be concluded that H0 is rejected and H3 is accepted. This means that the work discipline variable partially has a significant effect on work productivity.

F Test (Concurrent)

Table 8. F Test (Simultaneous)

Say	Is
0,000	H4 accepted

(Source: Processed data, 2023)

The significance value of F is 0.000. The sig value is $0.000 < \text{prob } 0.05$, so it can be concluded that H0 is rejected and H4 is accepted. This means that the variables effective communication (X1), work motivation (X2), and work discipline (X3) simultaneously have a significant effect on work productivity (Y).

Coefficient of Determination

Table 9. Coefficient of Determination

R	R square	Adjusted R Square
0,889	0,778	0,775

(Source: Processed data, 2023)

It is known that the R value is 0.889, which means that the relationship between the independent variables consisting of effective communication (X1), work motivation (X2) and work discipline (X3) and the dependent variable, namely work productivity (Y), has a strong relationship. R value amounting to 0.778, meaning that employee work productivity is influenced by effective communication, work motivation and work discipline by 77.8%, while the remaining 22.2% is influenced by other variables not included in this research.

DISCUSSION

Communication Effective on Work Productivity

The resulting t test significance value of 0.011 is smaller than the significance level of 0.05. And the results of the multiple linear regression coefficient are 0.465. So there is a positive relationship between effective communication and work productivity, meaning that the higher the effective communication, the higher the level of employee work productivity.

Effective communication that exists well within a company can increase employee work productivity with good cooperation between employees and superiors. Therefore, communication within the company must be maintained

both from top to bottom managerial roles and vice versa so that the interpretation of the message reaches its destination and does not hamper employee work productivity.

Work Motivation on Work Productivity

The resulting t test significance value of 0.000 is smaller than the significance level of 0.05. And the results of the multiple linear regression coefficient are 0.289. So there is a positive relationship between work motivation and work productivity, meaning that the higher the work motivation, the higher the level of employee work productivity.

Work motivation can support the behavior or actions of an employee so that they are willing to work hard and enthusiastically in achieving optimal results. Therefore, the higher the work motivation of an employee provided by the company or originating from within a person, the greater the employee's work productivity.

Work discipline on work productivity

The resulting t test significance value of 0.000 is smaller than the significance level of 0.05. And the results of the multiple linear regression coefficient are 0.535. So there is a positive relationship between work discipline and work productivity, meaning that the higher the work discipline, the higher the level of employee work productivity.

The purpose of work discipline that is implemented and adhered to by employees is one of the incentives given by the company to employees to increase their work productivity. Therefore, the higher the work discipline that the company provides to its employees, this can indirectly increase the employee's work productivity.

Effective Communication, Work Motivation and Work Discipline on Work Productivity

The value of sig F is 0.000, the significance value of the F test is smaller than the significance level of 0.05. So that effective communication, work motivation and work discipline have a significant effect on work productivity at Emping Blinjo MSMEs. And the results of the coefficient of determination test or R Square, show that the work productivity variable can be explained by 77.8% by the variables effective communication, work motivation and work discipline, then the remaining 2.2% comes from other variables outside of this research such as work environment, education, training, compensation, skills, work attitudes and ethics, employee health, etc.

The results of this research are in line with the results of research conducted by (Maulana, 2020), stating that the variables of effective communication, work motivation and work discipline simultaneously have a significant effect on employee work productivity.

CONCLUSIONS AND RECOMMENDATIONS

1. The effective communication variable partially has a positive and significant effect on employee work productivity at Emping Blinjo MSMEs.

2. The work motivation variable partially has a positive and significant effect on employee work productivity at Emping Blinjo MSMEs.
3. The work discipline variable partially has a positive and significant effect on employee work productivity at Emping Blinjo MSMEs.
4. The variables effective communication, work motivation and work discipline simultaneously have a significant effect on employee work productivity at Emping Blinjo MSMEs.

For MSMEs

Emping Blinjo MSMEs must pay attention to good communication with employees and fellow employees. The delivery of information is made communicative and clear so that there are no misunderstandings during work. Emping Blinjo MSMEs here must provide motivation to employees with clear benchmarks so that employees are always motivated to do their work well in accordance with applicable regulations. And Emping Blinjo MSMEs must implement work discipline that is adhered to by each employee. Work discipline regulations should be easy to understand, so that employees will easily understand them.

ADVANCED RESEARCH

For future researchers who want to take on the same topic as this research, it is hoped that they can use other independent variables outside the research, for example work environment, education, training, compensation, skills, work attitudes and ethics, employee health, etc. This is useful for increasing theoretical knowledge regarding factors that can influence an employee's work productivity and expanding research results.

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