

# The Organizational Communication in Increasing Work Motivation

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**Abstract-** The study aimed to examine the partial influence of organizational communication on work motivation. This research uses quantitative methods to determine the influence of the role of communication on work motivation. Primary data collection uses a questionnaire method distributed to 70 permanent lecturers in the Majalengka university environment. The questionnaire results are first tested for validity, reliability, and normality of the data. Then a classic assumption test is carried out to meet the requirements of linear regression analysis. The results prove that the organizational communication hypothesis test has a positive and significant effect on work motivation.

**Index Terms-** Communication, Motivation, Organization

## I. INTRODUCTION

Communication is a prerequisite for human life because without communication, the interaction between humans, either individually, in groups, or organizations, would not be possible. Two people are said to be interacting if each performs an action and a reaction. This action and reaction between humans are what in communication science is usually called the act of communication. Communication actions can be carried out in various ways, both verbally (in the form of words, both oral and written) or nonverbally (not in words, such as gestures, attitudes, behavior, pictures, and other forms of communication). Other meaningful forms). Communication is an essential human activity; by communicating, humans can relate to each other in daily life at home, at work, in the market, in society, or wherever humans are. There is no human being who will not engage in communication. According to the researcher, the communication process also explains how the communicator conveys a message to his communicator (Ratih P & Aminah, 2017) to create an equation of meaning between the communicant and the communicator (Sukarna, 2021). This communication process aims to create effective communication (according to the purpose of communication in general) (Winarso, 2018). Communication cannot just run because one activity must undergo a communication process. If all communication processes are complete, then communication activities can run well. There will be no realization of a goal achieved without a communication process.

Motivation can be seen as a change in energy in a person, which is marked by the emergence of feelings and is preceded by a response to the existence of a goal. *Motivation* is the fundamental impulse that moves someone or the desire to devote all energy because of a goal. As Mangkunegara (2009:61) stated, motivation is a condition or energy that moves employees to be directed or directed to achieve the company's organizational goals. It is the positive mental attitude of employees towards work situations that strengthens their work motivation (Aridah, 1985; Liu, 2014a) to achieve maximum performance (Cabrera & Estacio, 2022; Nisfiannoor, 2021). Three elements are crucial to motivation: efforts, organizational goals, and needs. So motivation, in this case, is a response to an action. Motivation arises from within humans because of the encouragement by the existence of an element of a goal. This goal is related to needs, and it can be said that there will be no motivation if there is no perceived need. According to (Stephen P. Robbins, 2013), motivation is a process that explains the intensity, direction, and persistence of an individual to achieve goals. Based on this opinion, it can be concluded that; (1) Work motivation is an urgent part of an organization that functions as a tool for achieving goals or objectives to be achieved, and (2) Work motivation contains two main goals in individuals, namely to meet personal needs or desires and organizational goals, and (3) Work motivation is given to someone is only effective when that person has confidence or belief in going forward and succeeding in the organization.

Communication and motivation significantly affect human resources (Iyoriobhe, 2019; Omar et al., 2018), especially employees in direct contact with those served. In this regard, higher education leaders feel the need to establish intensive communication with their lecturers,

both formally and informally, through WhatsApp groups and other social media to motivate them to contribute optimally to achieve the university's vision and mission.

## II. LITERATURE REVIEW

### A. Organizational Communication

Communication is an act of sharing information, ideas, or opinions from every communication participant involved in it in order to achieve the same meaning. In simple terms, communication delivers or transfers and understanding an understanding (meaning). So in communicating, we convey the message that is in us to others. Furthermore, the organization is a group of people who work together to achieve a specific goal. Furthermore, communication is the glue that allows these community groups together to carry out their functions properly. Organizational communication is an established system of working together to achieve a common goal through ranks and division of tasks. (Everet M. Rogers). *Organizational communication* is how management coordinates material resources and human resources through a formal structure of tasks and authorities. (Robert Bonnington). Organizational communication is the sending and receiving of various organizational messages within an organization's formal and informal groups. (Wiryanto, 2005), as a result, researchers have conducted research that organizational communication has a role in satisfaction (Rukmana et al., 2018) and performance (Mirza et al., 2020).

The correlation between communication science and organization lies in its review, which focuses on the people involved in achieving its goals. Communication science questions what form of communication takes place in the organization, what methods and techniques are used, what media is used, how the process is, what factors are the obstacles, and so on. The answers to these questions are for study material to further present a conception of communication for a particular organization based on the type of organization, the nature of the organization, and the organization's scope by taking into account the particular situation when the communication was launched. Communication plays an essential role in achieving the goals of an organization because it is impossible for an organization to run if there is no interaction in it. The communication functions of the organization are:

**Informative functions.** The organization can be viewed as an information processing system. All members in an organization hope to obtain more, better and timely information. People at the management level need the information to make an organizational policy or resolve conflicts within the organization. In contrast, employees (subordinates) need the information to carry out the work.

**Regulatory functions.** This function is related to the regulations that apply in an organization. Two things affect the regulatory function: concerning people at the management level, namely those who have the authority to control all the information submitted and give orders or instructions so that the orders are carried out correctly. b. Regarding the messages. Regulatory messages are work-oriented. Subordinates need regulatory certainty about the work that may and may not be carried out. **Persuasive functions.** In managing an organization, power and authority will not always bring results as expected. Given this fact, many leaders prefer to persuade their subordinates rather than give orders. Because work done voluntarily by employees will generate more significant concern than if the leader often shows power and authority.

**Integrative functions.** Every organization strives to provide a channel that allows employees to carry out their duties and work well. Two communication channels can make this happen: a. Formal communication channels such as special publications within the organization (newsletters, newsletters) and organizational progress reports. b. Informal communication channels include interpersonal conversations during work breaks, sports competitions, or field trips. The implementation of this activity will foster a desire for greater participation of employees in the organization.

### B. Motivation

In organizations, motivation has an essential role because it relates directly to the human element in the organization. The right motivation has a role in advancing and developing the organization (Karaxha et al., 2018; Sijakovic, 2018). The human element in the organization consists of two groups of people, namely those who lead (management) and those who are led (employees/workers). The problem of motivation in the organization is the responsibility of management to create, organize and implement it. And every activity carried out by a person cannot be separated from various motivations and attitudes, which encourage the person to carry out a series of actions called activities. According to the word's meaning, motivation means giving motives (Sekhar et al., 2013), the generation of motivation or things that give rise to encouragement, or circumstances that give rise to encouragement. Motivation can also be interpreted as a factor that encourages people to act in a certain way. Motivation results from the interaction of individuals and situations, both internal and external situations. Motivation itself is sometimes captured differently by some leaders. Leaders consider motivation an individual trait, where some individuals have it and some do not. Some leaders assume that members who appear to be less motivated are seen as lazy at work. On the other hand, members who have high motivation are considered diligent members. It is not so because these members have different motivations that underlie their behavior.

Everyone has different characteristics that result in different work performances in different situations. Chung and Megginson (in Gomes, 2001) explain that motivation involves individual and organizational factors. Individual factors include needs, namely the needs of the individual himself; goals, something that individuals want to achieve in their work; attitude, treatment, and personal views on work; and abilities, namely the individual's ability to work. Organizational factors include payment or salary, namely how much wages are paid to individuals; job security, namely the guarantee of physical safety at work; co-workers, namely relations with fellow workers; supervision, how superiors manage their employees; praise (praise), is positive feedback in work; and the job itself (Getie, 2020);

Khasinah, 2014). Furthermore, Stokes (in Utamie, 2009) mentions the factors that influence organizational motivation are needs, obligations, work tasks, satisfaction, communication, and frustration. Every modern organization is constantly faced with the demands of change so that the organization concerned has an adequate analysis to meet the needs and achieve the ideal performance. In general, work performance is influenced by two things, namely motivational factors and work environment factors; motivational factors have a direct relationship with individual work performance (Arabi et al., 2013; et al., 2021).

In contrast, the work environment factors indirectly affect work performance. Both of these factors will affect work motivation. Because of that position and relationship, it is very strategic if the development of individual work performance starts from increasing work motivation.

### III. RESEARCH METHODS

The type of research used in this research is a research model with a quantitative approach. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, and data analysis is carried out through quantitative or statistical methods with the aim of testing hypotheses. This research was conducted on 70 permanent lecturers at the University of Majalengka with a proportional random sampling system. Data collection was carried out primarily by distributing research questionnaires to respondents. The data that has been collected is then tested for validity, reliability, and normality of the data before regression analysis is carried out. The data analysis technique in this study was carried out through 2 analyzes, namely descriptive analysis, and verification analysis. Descriptive analysis was carried out by distributing frequency, score, and percentage. The verification analysis was conducted by testing the hypothesis using statistical tests through simple linear regression analysis.

### IV. RESEARCH RESULTS AND DISCUSSION

Based on the data obtained from the distribution of research questionnaires based on organizational communication variables and work motivation, the following results were obtained.

Table 1. Description of Organizational Communication

Dimension	Scoring scale					ΣScore	Ideal score	%
	5	4	3	2	1			
Communication with leadership	12	32	71	15	9	440	695	63,31
Communication with coworkers	15	47	55	18	4	468	695	67,34
%	65,32							

Source: data processed and analyzed

Based on the table above, it can be seen that the dimension of the ability to communicate consists of an indicator of communication with colleagues with a score of 440 and an ideal score of 695; this indicates the achievement rate of this score is 63.31%. Employees establish communication with leaders with a score of 468 and an ideal score of 695, so the achievement of this indicator is 67.34%. Of the two indicators in the dimension of the ability to carry out active communication has an average achievement of 65.32%, so the remaining 34.68% has not been appropriately realized.

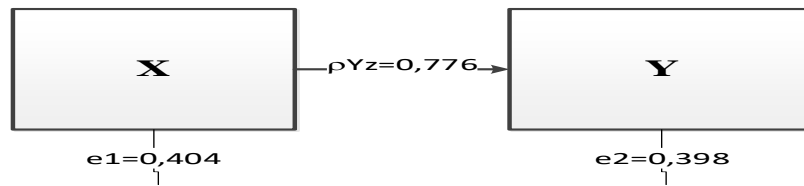
Table 2. Description of Motivation

Dimension	Scoring scale					ΣScore	Ideal score	%
	5	4	3	2	1			
Motivasi Eksternal	14	36	75	8	6	461	695	66,33
Motivasi Internal	11	41	71	14	2	462	695	66,47
%	66,40							

Source: data processed and analyzed

Based on the table above, it can be seen that the dimension of the value that employees can give to the institution consists of indicators of employee attitude and behavior with a score of 461 and an ideal score of 695; this indicates that the achievement rate of this score is 66.33%. The value that employees can give to the institution to improve the institution's performance with a score of 462 and an ideal

score of 695 so that the achievement of this indicator is 66.47%. Of the two indicators in the dimension of value that employees can provide to the institution has an average achievement of 66.40%, so the remaining 33.60% has not been appropriately realized. The analysis model for the second construct, namely the causality relationship established between organizational communication and employee motivation, can be seen in the following figure:



Information:

Y: Organizational Communication

Z: Employee Motivation

Figure 1. Analysis Model  
Source: data is processed and analyzed

From the picture above, it is possible to analyze the contribution of influence and test the hypothesis. The influence of the employee performance variable on the quality of the employee's work is 0.776 or 77.60%, and other factors outside the study influence the remaining 22.40%. Testing the hypothesis that organizational communication affects employee motivation is seen from the t-count value of 14.393, more significant than the t-table value of 2.667. These results concluded that organizational communication proved to have an empirically significant effect on employee motivation. In this section, it will be explained about the discussion of the research results as a whole related to the initial problems of this research, which have been described in the background of the research, namely about the decreasing or decreasing motivation of lecturers in the Majalengka University environment, the motivation and enthusiasm of the lecturers have one difference. Each other meaning that the motivation and enthusiasm of the lecturers have differences, and the lack of equity and the level of difference is considered quite significant, and this is evident from the number of scientific papers published by the lecturers that have a very significant difference. As we know that motivation generates motives, evokes the power of motion, and moves someone or oneself to do something in order to achieve satisfaction or a goal. Motive is a condition of a person who encourages someone to look for a goal, or it can also be said that a motive is a driving force that encourages someone to do something (Berrien and Bash in Effendy, 2009). According to Mathis (2001 in Riyadi, 2011), motivation is a desire in a person that causes the person to take action to achieve goals. *Motivation* is a process that explains the intensity, direction, and persistence of efforts to achieve a goal (Stephen P. Robbins, 2013).

One of the ways to increase this motivation can be done through the leader. This is as previous researchers have done who have proven that the role of leadership has a significant influence in increasing the motivation of its members (Hanifah et al., 2014; Naile & Selesho, 2014; Sougui et al., 2016); this is because motivation has a close relationship with a person's attitudes and behavior (Liu, 2014b; Nisfiannoor, 2021). Attitudes that exist in each individual interact with values, emotions, roles, social structures, and new events, which, together emotions can be influenced and change my behavior. Seeing the problems regarding the motivation of the lecturers who are starting to decline, it is also necessary to look at the role of organizational communication in the Majalengka university environment by measuring several predetermined indicators. The results of the study based on several indicators measured found that communication with co-workers was more dominant when compared to communication with the leadership; this indicates that the role of leadership must be further enhanced the role through an approach with employees which can be done through continuous delivery of the vision and mission so that this will arouse the entire motivation of the academic community of Majalengka University.

The research results show that the form of interpersonal communication is still lacking or rarely used in providing work motivation to the lecturers. Based on the study results by utilizing the results of direct explanations when giving research questionnaires, most communication approaches to increase work motivation are still primarily through organizational meetings or meetings. In contrast, direct personal approaches are rarely found. The form of group communication is always used to provide work motivation to the lecturers; this is evidenced by the existence of a management meeting or meeting, in which there is a delivery with a work evaluation and, at the same time, motivation from the leadership to the entire academic community within the Majalengka University. The intensity of meetings between leaders and lecturers is considered to be still not optimally carried out, and this has an impact on the lack of communication that occurs between the leaders and the lecturers, it affects the work motivation of its members, the reasons found why there is a lack of intensity of communication meetings between leaders and the community academics, one of which is the busyness of leaders with their lecturers so that personal meetings are less intensive.

## V. CONCLUSION

From the results of the research on organizational communication and employee motivation, it was found that the values obtained were quite varied and from all the indicators studied, it turned out to prove that communication between co-workers is more excellent than communication with leaders and so are motivational findings which show that internal motivation is more significant when compared to with external motivation. Overall, it can be said that the role of organizational communication in increasing the motivation of lecturers at the University of Majalengka has a significant influence, but its role is not maximized; this is because there are still several things related to the organizational communication process, besides that there are still limited human resources. in managing organizational management within the University of Majalengka. In general, the results of this study need to get input and suggestions so that the managerial side of the Majalengka University needs to improve the ability of human resources to increase the motivation of the academic community in the Majalengka University environment.

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