

HOW TO INFLUENCE PRODUCTION EMPLOYEE PRODUCTIVITY THROUGH COMMUNICATION AND WORK DISCIPLINE IN A COMPANY

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Abstract

This study discusses the analysis of the Influence of Communication (X1) and Work Discipline (X2) on the Productivity (Y) of Production Employees at a pharmaceutical company in Tangerang Regency (PT.X). The number of respondents sampled in this study was 32 respondents with predetermined criteria. And this study uses data analysis using SPSS Version 24. The data testing techniques used in this study are validity, reliability, normality, partial correlation analysis, determination coefficient (R^2), multiple linear regression tests and hypothesis tests (T and F tests). The objectives to be achieved from this study are to determine the level of influence of Communication (X1) and Work Discipline (X2) on Productivity (Y). The results of the study show that Communication and Work Discipline have an effect on Productivity with the results of the partial t test for variable X1 t count = 3,512 and X2 t count = 5,063 which is compared to t table = 2,036 both variables H_0 = rejected and H_a = accepted. For the results of the partial correlation analysis, it can be seen that the relationship value of the Communication (X1) and Work Discipline (X2) variables to the Productivity (Y) variable is 0.885 and 0.915, respectively. After calculating using the determination method and from the results of multiple linear analysis, based on the output, the R^2 (R Square) value is 0.941 (0.941 x 0.941) or 88.5%. This shows that the percentage contribution of the influence of the Communication and Work Discipline functions (independent variables) to Productivity (dependent variables) is 88.5% while the remaining 11.5% is influenced or explained by other variables not included in this study.

Keywords: *Communication, Work Discipline, Employee Productivity*

INTRODUCTION

In the era of the industrial revolution 4.0, the development of the business world is increasingly widespread both in competition and development in a company. A company is an organization engaged in the business sector, both goods and services, where the goal is to make a profit. In this era of globalization, companies are required to face more competitive competition both with domestic and foreign markets. Furthermore, in the same era, namely globalization, companies are required to have competition from several countries in competing by seizing the highest position both in the fields of economics, politics, socio-culture, and so on. Competition cannot be avoided in this global world because the best will be chosen and advance further. The big competition that often occurs has an impact that will spread to all countries. This impact is not only felt by the country concerned that is competing and innovating but is also felt by neighboring countries and the coalition countries concerned.

With the rapid development of business in Indonesia, it is very necessary to have quality resources to achieve maximum work results and to obtain the profits expected by the company. In order to achieve its goals, a company must have sufficient resources, both natural resources and human resources (workforce). Human resources are capital for a company because all operational activities of the company are run by humans. Even though the company has many machines to support its operational activities, the role of human resources cannot be underestimated because to run the machines in the company absolutely requires human resources. The current era of globalization has given rise to a situation where competition is getting tighter and touches all business fields without exception. With these conditions, it is necessary to improve the quality of employee work in order to improve performance. This is a necessity that is very much needed by all companies.

In this case, communication is very useful in the world of work and in the world of education. In

the world of work, it is no less important; good communication will make it easier for the company to achieve the vision and mission that have been set by the company. In the real world, communication that is established within the company is not only around employees and with employees, but the success of communication within the company also starts from a good relationship between employees and superiors. According to Mulyana (2015), communication is the transmission of information, ideas, emotions, skills, and so on using words, pictures, fights, graphics, and so on. The act or process of transmission is what is commonly called communication. Furthermore, communication occurs when a source conveys a message to a recipient with a conscious intention to influence the recipient's behavior.

Not only in improving communication, companies also need to increase productivity with aspects of discipline that need to be exemplified by employees by middle management and top management levels. Work discipline tends to increase work productivity, where if all employees come to work, the number of manpower that will carry out the production process is not hampered so that production targets will be met properly. Then conversely, if there is indiscipline, it will cause the level of productivity to decrease; this is reflected in the number of employees directly involved in the production process, which affects the number of products produced on that day. According to Sutrisno (2017), discipline is a person's behavior that is in accordance with regulations, existing work procedures, or an attitude, behavior, and actions that are in accordance with the regulations of the organization, both written and unwritten. The table below explains the level of employee discipline as reviewed from absences for six months.

Table 1. Employee Attendance July 2023 – December 2023

Month	Number of Employees	Employee Absences			Number of Employees Absent
		Sick	Leave	Without Information	
July	40	1	2	1	4
August	40	2	1	1	4
September	40	2	3	2	7
October	40	2	2	3	7
November	40	0	2	1	3
December	40	0	2	0	2
TOTAL		7	12	8	27

Source: Human Resource Management

Table 1 above shows that total employee absence is more leave as many as 12 people in 6 months, which means that the employee is still classified as very disciplined because it can be said that employees with leave status are on average 2 people each month, then with sick status there are 7 people in 6 months of work, which means absence from work due to illness is an average of 1 person each month, and for absence without explanation as many as 8 people per 6 months of work with an average of 1 person per month. This is not good for the company because all employees have the right to leave, so absence without explanation should not exist in the existing work system. The following is the percentage of employees for 6 months.

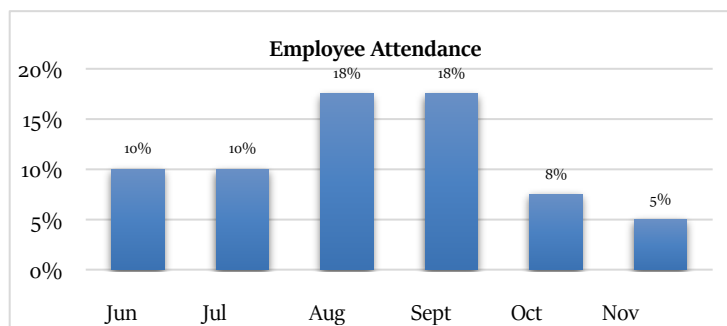


Figure 1. Employee absence graph

Source: Human Resource Management

Based on the image above, it can be seen that the period of the most absences is in September-October and decreases again in November-December, which is lower than the previous month, which means that in December employees are absent less than in other months, which is 2%. Then in figure 1, it explains the percentage of the most absences for certain reasons. This is still included in the category of good absences, where production employees are classified as disciplined employees. The factor of the level of employee discipline will increase work productivity in the company.

Productivity is also an important factor in determining the success of a company. If employee work productivity always experiences a significant increase over time, then the company will easily achieve its goals. Especially in the industrial era like today, all companies are competing to maximize productivity by continuing to increase productivity so that the company is able to survive in the midst of increasingly tight competition.

Table 2. Productivity Data July 2023 – December 2023

No	Bulan	Tahun	Target Produksi	Pencapaian Produksi	Persentase
1	Jul	2023	100	100	100%
2	Ag		100	103	103%
3	Sept		100	96	96%
4	Oct		100	87	87%
5	Nov		100	104	104%
6	Dec		100	110	110%

Source: Production Department

With this, this study aims to prove the influence of communication on the productivity of production employees in pharmaceutical companies, then to prove the influence of work discipline on the productivity of production employees in pharmaceutical companies and together to prove the influence between communication and work discipline on the productivity of production employees in pharmaceutical companies. With the benefits of being able to provide references and it is hoped that it can be used as literature in introductory management and human resource management courses and provide useful information and input in improving communication and work discipline to increase employee work productivity.

LITERATURE REVIEW

Communication

According to Berelson & Steiner (Mulyana 2015), communication is transmitting information, ideas, emotions, skills, and so on using words, images, signs, graphics, etc. The act or process of transmission is what is commonly called communication. Communication occurs when a source conveys a message to a recipient with a conscious intention to influence the recipient's behavior". Flipppo in Mangkunegara (2017) argues that communication is the act of inducing others to interpret the idea in the manner intended by the speaker or writer." (Communication is an activity that causes other people to interpret an idea, especially one intended by the speaker or writer). According to Sikula in Mangkunegara (2017), communication is transmitting information, meaning, and understanding from one person, place, or thing." (Communication is transferring information and understanding from someone, a place, or something to something, a place, or another person). According to Hafied (2016), communication is the process of delivering messages from one person to another to influence a person's knowledge or behavior. Prasetyo's opinion (2018) is that communication is a process in organizational arrangements that keeps management and employees informed about various relevant things.

Work discipline

Devis in Mangkunegara (2017) states that "Discipline is management action to enforce organizational standards." In Keith Devis's opinion, work discipline can be interpreted as the

implementation of management to strengthen organizational guidelines. Work discipline is a condition in an organization in which employees behave according to the rules and standards of behavior acceptable to the organization (Cenzo & Robbins in Nurmansyah, 2011).

According to Dessler (2013), discipline is a procedure that corrects opportunities for a subordinate because the rule or procedure has been violated. This means that discipline is a procedure that employees must obey and must not violate. According to Siswanto (2010), "Discipline is an attitude of respect, appreciation obedience, and obedience to applicable regulations, both written and unwritten, and being able to carry them out and not avoiding receiving sanctions if he violates the duties and authorities given to him." According to Sutrisno (2017), Discipline is a person's behavior that is by the rules and existing work procedures, or discipline is an attitude, behavior, and actions that are by the organization's rules, both written and unwritten.

According to Sutrisno (2017), Discipline is "a person's behavior that is by the rules, existing work procedures or discipline is an attitude, behavior, and actions that are by the rules of the organization, both written and unwritten."

Productivity

According to Sutrisno (2017), "productivity is generally defined as the relationship between output (goods or services) and input (labor, materials, money). According to Farida & Panjaitan (2015), "work productivity is the comparison between output and input, where the output must have added value and better processing techniques. Badriyah (2015) also states that human resources play a major role in increasing productivity. In general, higher work productivity is the efficient use of resources. According to Badriyah (2015), "productivity is a comparison between work results and materials, time, and energy used in producing goods or services using existing resources effectively and efficiently, but also maintaining the quality of the goods or services produced. According to Hasibuan in Badriyah (2015), work productivity is the ratio between the results of activities (output) and all sacrifices or costs to realize these results (input)." According to Sinungan in Busro (2018: 344), work productivity is the ability of a person or group of people to produce goods and services within a certain time that has been determined or according to plan. Ability here, according to researchers, can be interpreted as physical ability or can also be called skill ability. In the big Indonesian dictionary, skill is the ability to complete tasks

HYPOTHESIS

The hypothesis of the research conducted based on the problems and objectives to be achieved is described as follows.:

H1: There is an influence of communication on employee productivity in pharmaceutical companies

H2: There is an influence of work discipline on employee productivity in pharmaceutical companies

H3: There is an influence of communication and work discipline on employee productivity in pharmaceutical companies in Tangerang Regency.

Based on the arrangement of hypotheses put forward, the conceptual framework of independent variables and dependent variables in viewing the influence between variables and the role of mediation can be seen in the paradigm image below:

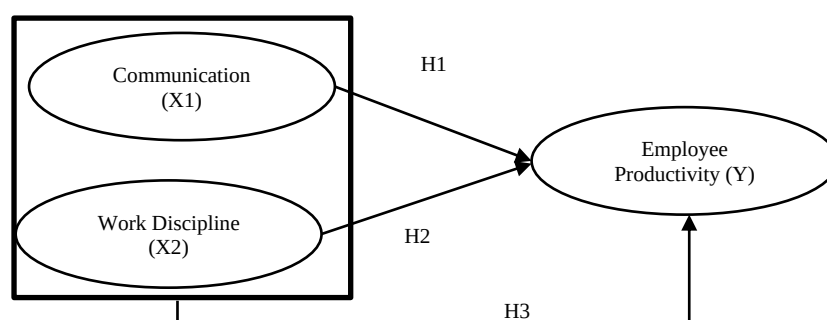


Figure 1. Research Framework

RESEARCH METHODS

This type of research is a quantitative research, which is one type of research whose specifications are systematic, planned and clearly structured from the beginning to the creation of the research design using primary and secondary data in data processing. Data collection using purposive sampling with the object of research being employees of a pharmaceutical company in Tangerang Regency, namely PT.X. Data collection started from December 2023 to February 2024, as many as 32 permanent employees in the production department were samples in this study using Sugiyono's theory (2016) in determining the amount to be analyzed. In this study, researchers used quantitative analysis. The data analysis method uses descriptive statistics, data validity tests, reliability tests, Normality Tests, partial correlation tests, determination coefficient tests, multiple linear regression tests and hypothesis tests with the help of computers through the SPSS for Windows program.

RESULTS AND DISCUSSION

Validity Test

A questionnaire is said to be valid if the questions in the questionnaire are able to measure the variables being measured. According to Sugiyono (2017) states that a valid instrument means that the measuring instrument used to obtain data (measure) is valid. To find the validity value of an item, we will correlate the score of the item with the total score of the items of the variable. Usually the minimum requirement to be considered eligible is if $r = 0.2$. So if the correlation value is above 0.2, it is said that the item provides a sufficient level of validity, conversely if the correlation value is below 0.2, the item is declared less valid.

Tabel 3. Validity Test Results

	Corrected Item-Total Correlation		Corrected Item-Total Correlation		Corrected Item-Total Correlation
Communicati on (X1)	,589	Work Discipline (X2)	,568	Employ ee Producti vity (Y)	,484
	,691		,602		,557
	,610		,517		,599
	,691		,489		,542
	,750		,625		,689
	,722		,372		,567
	,691		,365		,395
	,639		,622		,394
	,564		,407		,574
	,722		,573		,533

Source: SPSS Data Processing Results Version 24, 2024

Based on the table, it shows that all research indicators have a corrected item-total correlation of more than 0.2. So the instrument of this research variable is valid.

Reliability Test

Tabel 4. Reliability Test Results

Variable	ronbach's Alpha	Remark
Communication (X1)	,902	reliable
Work Discipline (X2)	,820	reliable
Employee Productivity (Y)	,831	reliable

Source: SPSS Data Processing Results Version 24, 2024

Table 4 shows that the Cronbach's Alpha value in this study is more than 0.60. So it can be said that all variables of this study are reliable.

Normality Test

The Normality Test is conducted with the aim of finding out whether the distribution of data from the independent variables, namely: Communication Style (X1) and Work Discipline (X2) and Productivity (Y) is normally distributed. The reason for this test is the use of the correlation analysis technique that will be used indicates that the data requirements of the variables to be studied are normally distributed or close to normal. According to Ghozali (2018), the normality test aims to find out whether each variable is normally distributed or not.

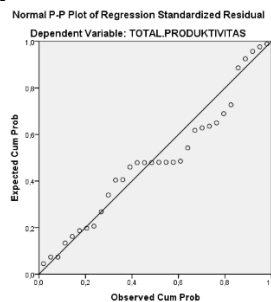


Figure 2. Normality Results

Source: SPSS Data Processing Results Version 24, 2024

Based on the image of the results of the normality test (Normal P. Plot of Regression standardized Residual) above, it can be seen that the data has spread around the diagonal line. Thus, it can be concluded that the research variables that will be entered into the regression model have met the normality assumption.

Partial Correlation Test

According to Sugiyono (2017), partial correlation analysis is used to determine the relationship between two or more variables, where other variables that are considered influential are controlled or made fixed (as control variables) the correlation value R^2 contains between 1 to -1, the value is getting closer to 1 or -1 means 0 means the relationship between the two variables is weak. Positive values indicate a unidirectional relationship (X increases then Y increases) and negative values indicate an inverse relationship (X increases Y decreases), based on the guidelines for providing interpretation of the correlation coefficient in Sugiyono (2018).

Tabel 5. Partial Correlation Test Results

		Correlations		
		Total. Communica tion	Total. Work Discipline	Total. Employee Productivity
Total. Communication	Pearson Correlation	1	,835**	,885**
	Sig. (2-tailed)		,000	,000
	N	32	32	32
Total. Work Discipline	Pearson Correlation	,835**	1	,915**
	Sig. (2-tailed)	,000		,000
	N	32	32	32
Total. Employee Productivity	Pearson Correlation	,885**	,915**	1
	Sig. (2-tailed)	,000	,000	
	N	32	32	32

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Processing Results Version 24, 2024

Through the table above, Communication (X1) with a value of 0.885 with a significance level of 0.000, it can be concluded that the results of the analysis are positive with a strong level of relationship, the more the Communication Variable (X1) agrees with Productivity, the more it will have a positive effect on Variable (Y). Through the table above, the Work Discipline Variable (X2) with a value of 0.915 with a significance level of 0.000, it can be concluded that the results of the analysis are positive with a strong level of relationship based on table 3.5, the more the Work Discipline Variable (X2) agrees with Productivity, the more it will have a positive effect on Variable Y.

Test the Coefficient of Determination (R²)

Tabel 6. Coefficient of Determination (R²) Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,941 ^a	,885	,877	1,37952

a. Predictors: (Constant), Total. Communication, Total. Work Discipline

b. Dependent Variable: Total. Employee Productivity

Source: SPSS Data Processing Results Version 24, 2024

From the calculation results, it can be explained that the value of the Communication variable (X1) and the Work Discipline variable (X2) on the Productivity variable (Y) is 88.5%, the remaining 11.5% is influenced by other factors. If correlated with the coefficient interval value in the table, it can be explained that the Communication variable (X1) and Work Discipline (X2) have a strong influence on Productivity (Y) for production employees. From the table above, it can be seen that the Determination Coefficient R² (R Square) = 0.941. This value is obtained from the squaring of the correlation coefficient R = 0.941 X 0.941. This shows the determination index, namely the presentation that contributes to the influence of Variable X on Y. R² = 0.941. Contains the understanding that, 88.5% of the contribution from the Communication variable (X1) and Work Discipline (X2) has a strong influence on Productivity (Y). Meanwhile, the remaining 11.5% (100% - 88.5%) is influenced by other factors.

Multiple Linear Regression Test

Tabel 7. Multiple Linear Regression Results

Coefficients ^a				Standardized Coefficients	t	Sig.
Model		Unstandardized Coefficients	Std. Error			
1	(Constant)	1,411	2,898		,487	,630
	Total. Communication	,374	,107	,402	3,512	,001
	Total. Work Discipline	,599	,118	,579	5,063	,000

a. Dependent Variable: Total. Employee Productivity

Source: SPSS Data Processing Results Version 24, 2024

To determine the value of the Multiple Linear Regression equation, the following method is used:

$$Y = 1,411 + 0,374X_1 + 0,599X_2$$

It can be explained that the value of 1.411 is a constant value (a) which shows that if there is no increase in the Communication Variable (X1) and the Work Discipline Variable (X2), then the Productivity Variable (Y) will reach 1.411. The regression coefficient value of the Communication Variable (X1) against the Productivity Variable (Y) is 0.374, this states that if the X1 variable increases by 1 number, it will increase the Y Variable by 0.374. The number 0.402 in the Standardized Coefficients (BETA) shows the correlation between Communication (X1) and Productivity (Y). The regression coefficient value of the Work Discipline Variable (X2) against the Productivity Variable (Y) is 0.599, this states that if the X2 Variable has an additional 1 number, it will increase the Y Variable by 0.599. The number 0.579 in the Standardized Coefficients (BETA) shows the level of correlation between Work Discipline (X2) and Productivity (Y).

Hypothesis Test (t-Test)

Tabel 8. t Test Result

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	1,411	2,898		,487
	Total. Communication	,374	,107	,402	3,512
	Total. Work Discipline	,599	,118	,579	5,063

a. Dependent Variable: Total. Employee Productivity

Source: SPSS Data Processing Results Version 24, 2024

Based on the table above, the partial t-test for the Communication variable (X1) obtained ttable = 2,036, tcount = 3.512 and significant (p) = 0.001 where $p = 0.001 < 0.05$. So H_0 : Rejected and H_a : Accepted. So, there is a very significant influence of Communication (X1) on Productivity (Y). The value of its influence can be seen in the Standardized Coefficients (Beta) column of 0.402 or equivalent to 40.2%. Based on the table above, the partial t-test for the Work Discipline variable (X2) obtained ttable = 2,036, tcount = 5.063 and significant (p) = 0.000 where $p = 0.000 < 0.05$. So H_0 : Rejected and H_a : Accepted. So, there is a significant influence of Work Discipline (X2) on Productivity (Y). The value of its influence can be seen in the Standardized Coefficients (Beta) column which is 0.579 or equivalent to 57.9%.

Hypothesis Simultan Test (F Test)

Tabel 9. F test Result

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	425,686	2	212,843	111,841	,000 ^b
Residual	55,189	29	1,903		
Total	480,875	31			

a. Dependent Variable: Total. Employee Productivity

b. Predictors: (Constant), Total. Work Discipline , Total. Communication

Source: SPSS Data Processing Results Version 24, 2024

Showing the results of the ANOVA test or F count in the table above, the F count value is 111.841 which is greater than F table (3.104) Sig. (p) = 0.000, where $p < 0.05$ it can be concluded that H_0 : rejected and H_a : accepted. So, there is a significant influence of Communication (X1) and Work Discipline (X2) on Productivity (Y). The magnitude of the influence of Communication (X1) and Work Discipline (X2) on Productivity (Y) can be seen from the Adjusted R Square value of 0.885 or 88.5%, the remaining 11.5% is influenced by other factors not included in this study.

After analyzing the results of the research data test, a discussion is then carried out to provide evidence for the hypothesis and answers to the research problem formulation, namely in the Determination Coefficient Test (R^2). The value of the relationship between Communication Variables (X1) and Work Discipline (X2) to Productivity (Y) is the value in the Model Summary table, where the R value = 0.813. By calculating the determination coefficient, it can be seen that the value of the relationship between Communication (X1) and Work Discipline (X2) to Productivity (Y) is 88.5%.

There is a very significant influence or the Communication variable (X1) is proven to have a significant influence on the Productivity variable (Y) with a value as seen in the Standardized Coefficients Beta = 0.402 or equal to 40.2%. then the Work Discipline variable (X2) is proven to have a very significant influence on the variable on Productivity (Y) with a value in the Standardized Coefficients Beta = 0.579 equal to 5.79%. And based on the results of the calculation it can be explained that the calculated F value is much greater than the F table = $111.841 > 3.295$ and a significant value of $0.000 < 0.05$. This proves that Communication (X1) and Work Discipline (X2) have a significant influence simultaneously on Productivity (Y) in other words H_a is accepted and H_0 is rejected. The value is $111.841 > 3.29$ and a significant value of $0.000 < 0.05$. This proves that Communication (X1) and Work Discipline (X2) on Productivity (Y) is the Adjusted R Square value in the summary model of 0.885 or 88.5% while the remaining 11.5% is influenced by other variables not included in this study.

CONCLUSION

Based on the partial test results, it can be seen that the Communication Variable (X1) obtained $t_{count} = 3.512$ which is greater than $t_{table} 2.036$. It can be concluded that H_0 is rejected and H_a is accepted, so there is an influence on Communication (X1) towards Productivity (Y). The Work Discipline Variable (X2) $t_{count} = 5.063$ which is greater than $t_{table} 2.036$. It can be concluded that H_0 is rejected and H_a is accepted, so there is an influence of Work Discipline (X2) towards Productivity (Y). The results of the ANOVA test or $F_{count} = 111.841$ which is greater than $F_{table} 3.295$ and Sig. (p) = 0.000, where $p < 0.05$ can be concluded that H_0 : rejected and H_a : accepted. So, there is a significant influence of Communication (X1) and Work Discipline (X2) towards Productivity (Y). It can be seen that the company can be influenced by Work Discipline and Communication by 88.5%. Meanwhile, the remaining 11.5% is influenced by other factors not included in this study.

Leaders should pay special attention to employees. It is proven that the Communication variable (X1) has an effect on productivity (Y) of 78.3%. Of course, it is expected that the company will continue to improve and continue to provide Motivation (X2) in increasing Employee Productivity. It is proven that the Work Discipline variable has an effect on Employee Performance (Y) of 83.7%. Maintaining consistency in maintaining good Communication at work and improving Work Discipline. It is proven that the Communication variable (X1) and Work Discipline (X2) simultaneously have an effect on Employee Work Productivity (Y) of 88.5%. For other parties who want to conduct research with similar objects, it is certainly advisable to examine other variables besides Communication and Work Discipline. Because this study 11.5% there are still other factors that affect Employee Performance

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