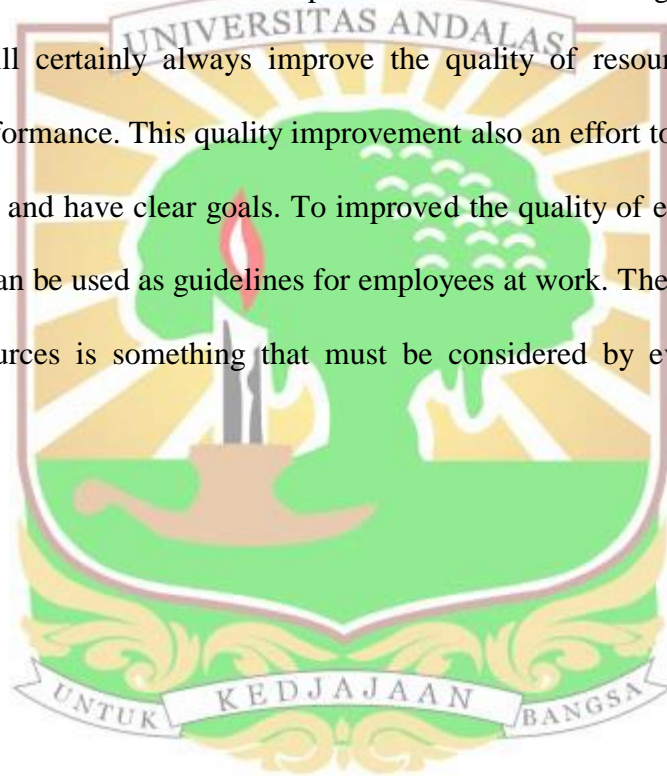


# CHAPTER I

## INTRODUCTION

### 1.1 Background to The Research

Human resources are an important factor in an organization. Every organization will certainly always improve the quality of resources, to produced satisfactory performance. This quality improvement also an effort to make employees more motivated and have clear goals. To improved the quality of employees, culture is needed that can be used as guidelines for employees at work. Therefore, the quality of human resources is something that must be considered by every company or organization.



Communication is one of factor that is quite important. Communication within the company can be a determinant of success in achieving goals. With good communication, there will be reciprocal relationships between everyone in the company. Both in the form of orders, suggestions, opinions, and criticisms (Dwiningsih, 2011). Anjaswarni (2016) stated that communication can be defined as a process of exchanging, delivering, and receiving news, ideas, or information from one person to another. According to Hardjana (2019), communication at the organizational management level is a prerequisite that allowed an organization to carry out its four basic functions (planning, organizing, leadership, and controlling). Without communication, these basic management functions will not produce outputs that meet organizational goals.

Darmawan (2013) stated that communication is a social process that has the widest relevance in the functioning of any group, organization, or society. In the context of decision-making and implementation of leadership activities, whether in the form of planning, organizing, encouraging, or controlling, proper communication must always be maintained (Atwater & Waldman, 2007). According to this opinion, it can be concluded that communication is the process of delivering information of ideas from person to another, both from individuals and groups to be able to interpret what is meant and carry out the task as well as possible.

Several forms of communication are divided by type. One of them is interpersonal communication. Interpersonal communication is communication that mostly done by humans as social beings. Interpersonal communication is communication between people face to face, which allowed each participant to captured the reactions of others directly either verbally or non-verbally (Mulyana, 2002). Interpersonal communication is considered the most effective in changing a person's attitude, opinion or behavior. As stated by Widjaja (2000), interpersonal communication is one of the communications that is considered the most effective communication because it is carried out directly between the communicator and the communicant, so that they can influence each other.

Furthermore, every employee needs discipline in work because it will supported the abilities or competencies that they have. Adomi and Eruvwe (2004), defined discipline as training the mind and character to produce self-control and habits to obey. For organizations, the existence of work discipline will ensure the maintenance of order and the smooth implementation of tasks, so that optimal results can be obtained. Ma'arif and Kartika (2010) argues that discipline is a process used to deal with performance problems where this process involves the leader/manager in identifying and communicating problems in employee performance.

In addition, the company faced a major challenge in maintaining company continuity, so the company viewed compensation as the key to managing human resources effectively following business and employee needs. Employees try to work as well as possible and expect proper compensation from the company. Notoadmodjo (2009) argued that compensation is what employees receive as remuneration for their work. Compensation is important for employees as individuals because the amount of compensation reflects the size of their work among the employees themselves, whereas companies in determining salary do not look at gender but qualifications.

According to Panggabean (2002) compensation is also called rewards and can be defined as any form of appreciation given to employees for the contributions that they give to the organization. According to Handoko (2014), there are two purposes for providing compensation : (1) For workers. With the provision of compensation to workers, they will get financial and non-financial benefits, including workers who get higher salary, this encourages employees to try to earn a salary and aid their lives, and workers can be encouraged to develop themselves. (2) For the Company. The purpose of providing compensation is to increase employee satisfaction and work productivity to motivate the workforce to work more enthusiastically, more disciplined, and work faster.

According to Hasibuan (2014), the factors that affect compensation are (1) demand and supply of labor; (2) the ability and willingness of the company; (3) labor unions or employee organizations; (4) Position of office; (5) The condition of the national economy; (6) Employee productivity and performance; (7) Type and nature of work; (8) Employee education and experience. While the compensation payment systems that are commonly applied include: the time system, the output system, and the wholesale system. In its implementation, compensation cannot be separated from internal and external factors of the company. This must be considered by the company so that the implementation of compensation can run well it has a positive impact on the company.

To achieve organizational goals, employees need the motivation to work more diligently. Seeing the importance of employee motivation in the organization, employees must pay more serious attention to the tasks they are doing so that organizational goals can be achieved. A person who is motivated is a person who makes substantial efforts to support the production goals of his unitary work. Someone who is not motivated only gives a minimum effort in terms of work (Winardi, 2011). And an employee will try to give his best when his performance is appreciated, on the other hand, if his efforts are not rewarded, he will not strive for achievement (Harahap, 2005).



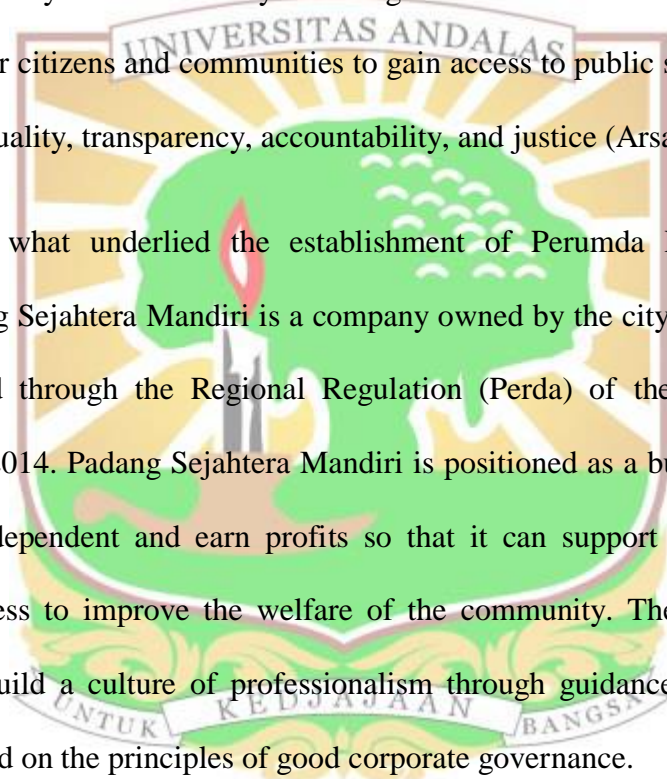
Motivation served as a driving force or encouragement for employees to work diligently to achieve company goals. Work motivation talks about how to enhance a person's morale to work optimally from his abilities and expertise to achieve organizational goals. If there is a decreasing in work motivation, it is suspected that it will have an impact on the quality of human resources.

Some of the points above have a vital role in a company or organization. For example, a company engaged in transportation. Transportation in today's life has become a basic need, especially for urban communities. The function of transportation in urban activities has an important role that influences all aspects or sectors of life. People, in general, need public transportation in addition to private vehicles as a means of supporting transportation for daily activities to meet their needs. A sustainable public transportation system makes a positive contribution to the economic, socio-cultural, and environmental sustainability of the communities. The existence of the transportation system is to meet the needs of economic and social needs and provide opportunities for society to increase mobility (Schafer, 1998).



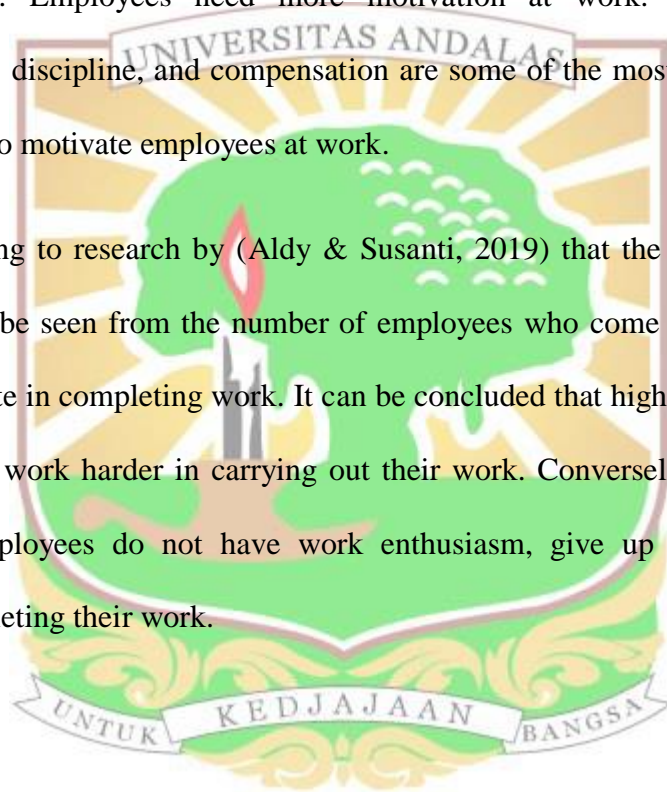
Since the implementation of Law no. 22 of 1999, there has been a shift in the regional government model from the original model of structural efficiency to a democratic model. Thus, local governments in running a monopoly on public services, as regulators (rule government) must change their mindset and work and adapt them to the purpose of granting regional autonomy, providing and improving services that satisfy the community. Local governments must also provide broad opportunities for citizens and communities to gain access to public services, based on principles of equality, transparency, accountability, and justice (Arsalim, 2014).

This is what underlied the establishment of Perumda Padang Sejahtera Mandiri. Padang Sejahtera Mandiri is a company owned by the city of Padang which was established through the Regional Regulation (Perda) of the City of Padang Number 10 in 2014. Padang Sejahtera Mandiri is positioned as a business entity that seeks to be independent and earn profits so that it can support the continuity of BUMD's business to improve the welfare of the community. The management of BUMD must build a culture of professionalism through guidance and supervision carried out based on the principles of good corporate governance.



One form of service managed by Perumda Padang Sejahtera Mandiri is the public transportation sector called Trans Padang. Bus transportation that supports community mobility to traveled in the city of Padang. Trans Padang Unit has employees in each lined who run and ensure the operational processes. Each line works together so that the operational process runs smoothly and that it can meet society's needs. Employees need more motivation at work. Factors such as communication, discipline, and compensation are some of the most important things to be provided to motivate employees at work.

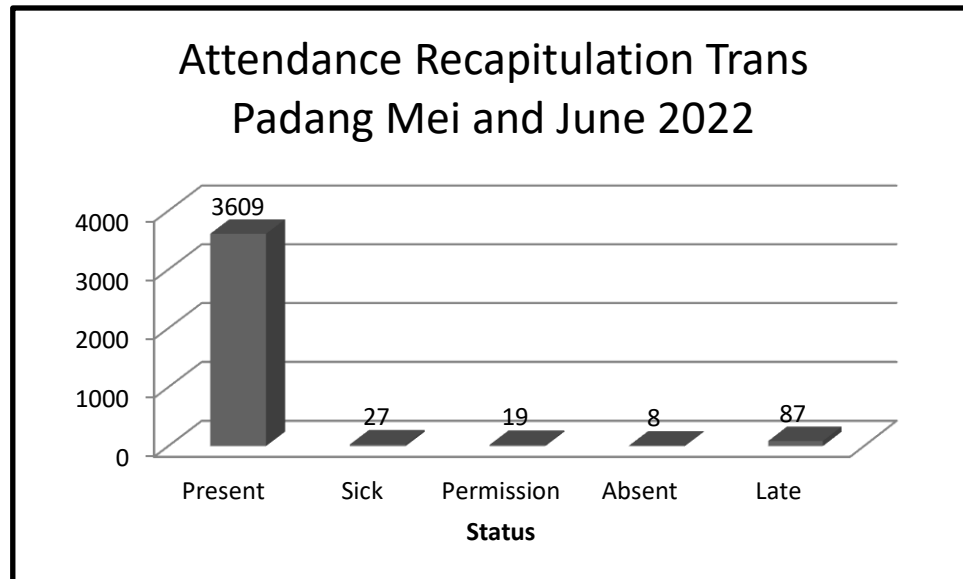
According to research by (Aldy & Susanti, 2019) that the decrease in work motivation can be seen from the number of employees who come late, leave before time, and are late in completing work. It can be concluded that high work motivation, employees will work harder in carrying out their work. Conversely, with low work motivation, employees do not have work enthusiasm, give up easily, and have difficulty completing their work.





**Figure 1.1**

**Attendance Recapitulation Trans Padang Mei and June 2022**



Based on Figure 1.1, it can be seen that the attendance rate of Trans Padang employees from May and June 2022 is quite high. Only a few employees were absent for some reason. Trans Padang employees are also quite good in terms of punctuality of arrival, with only a few employees arriving late. But that happened several times in their total arrival. According to research by (Aldy & Susanti, 2019) that the decrease in work motivation can be seen from the number of employees who come late, leave before time, and are late in completing work. It can be concluded that with a high attendance rate and a low number of late employees, Trans Padang employees have good attention and motivation at work.

With this background, the author would like to further investigate what and how the influence of Interpersonal Communication, Work Discipline And Compensation On Work Motivation. For this reason, the authors are interested in conducting research with the title: **“The Effect of Interpersonal Communication, Work Discipline and Compensation on Work Motivation: Case on Employee at Trans Padang Unit.”**



## 1.2 Formulation of The Problem

Based on the description of the background of the problem, the formulation of this problem is as follows:

1. How does the Interpersonal Communication influence on work motivation of employee at Trans Padang Unit?

2. How does the Work Discipline influence on Work Motivation of employee at Trans Padang Unit?

3. How does the Compensation influence on work motivation of employee at Trans Padang Unit?

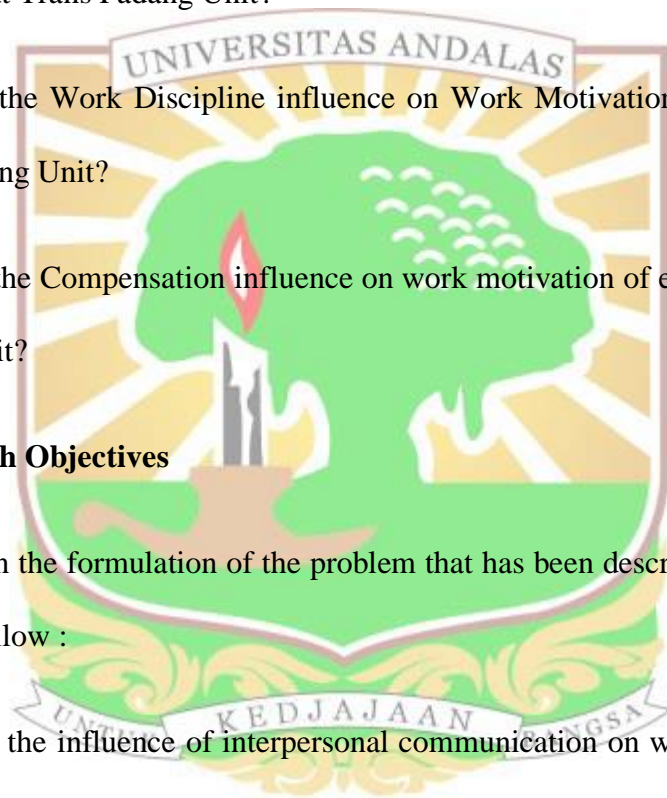
## 1.3 Research Objectives

Based on the formulation of the problem that has been described, the research objectives as follow :

1. To analyze the influence of interpersonal communication on work motivation at Trans Padang Unit?

2. To analyze the influence of work discipline on work motivation at Trans Padang Unit?

3. To analyze the influence of compensation on work motivation at Trans Padang Unit?



#### **1.4 Contribution of Research**

The benefits of this study are as follows:

##### **1. Theoretical Contribution**

This research is expected to be useful as reference material and material for consideration for research or discussion that is relevant to this research, as well as to contribute to science, especially management science.

##### **2. Practical Contribution**

The results of this study are expected to be used as input and information that can assist management in making decisions.

#### **1.5 Scope of Research**

In conducting research, the authors limit the scope research. Practically, the authors limit the research to employees at Trans Padang Unit. Theoretically, the scope of this research is interpersonal communication, work discipline, compensation and work motivation. Questionnaires were distributed to employees at Trans Padang Unit.

#### **1.6 Outline of Research**

In order to make it easier and make moderate the forwarding of context for this research, it divided into five chapter, they are:



**Chapter I Introduction.** Contained the background of the problem, the formulation of the problem, the aim of the research, the benefits of research, the scope of research and systemic writing.

**Chapter II Literature Review.** Contained the theoretical foundation of the basic concept of interpersonal communication, Work Discipline, Compensation and Work Motivation, earlier research comes with the hypothesis.

**Chapter III Research Methodology.** Contained about the population and sample research, the technique of data collection, research variables and operational definitions, testing data and data analysis techniques.

**Chapter IV Data Analysis and Discussion.** Explaining about surveys result that consist of respondent characteristics, frequency of distribution of each variable, validity test, reliability test, and discussion about analysis the effect of interpersonal communication, Work Discipline, Compensation on Work Motivation.

**Chapter V Conclusion, Limitation, and Recommendation.** On this chapter, researcher will explain about conclusion of research, suggestion of research, limitation of the research and recommendation for further research.

