

The Impact of Work Discipline, Internal Communication, and Change Management on Employee Performance in PT Phillips Seafoods during the Covid-19 Era

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis secara parsial dan simultan pengaruh variabel disiplin kerja, variabel komunikasi internal, dan variabel manajemen perubahan terhadap kinerja karyawan PT Phillips Seafoods selama era Covid 19. Desain penelitian yang digunakan dalam penelitian ini adalah kuantitatif. Subjek penelitian ini adalah seluruh karyawan di PT Phillips Seafoods. Objek penelitian ini berfokus pada variabel disiplin kerja, komunikasi internal, manajemen perubahan, dan kinerja karyawan. Populasi yang digunakan dalam penelitian ini berjumlah 60 orang. Data dikumpulkan dengan metode observasi, dokumentasi, dan angket yang kemudian dianalisis menggunakan analisis regresi linier berganda. Hasil penelitian ini menunjukkan bahwa secara parsial variabel disiplin kerja berpengaruh positif dan signifikan terhadap kinerja pegawai, variabel komunikasi internal berpengaruh positif dan signifikan terhadap kinerja pegawai, variabel change management berpengaruh positif dan signifikan terhadap kinerja pegawai, dan secara simultan variabel manajemen berpengaruh positif dan signifikan terhadap kinerja pegawai. variabel disiplin kerja, komunikasi internal, dan manajemen perubahan berpengaruh positif dan signifikan terhadap kinerja pegawai.

ABSTRACT

This study aims to analyze partially and simultaneously the effect of the work discipline variable, internal communication variables, and change management variables towards employee performance of PT Phillips Seafoods during the Covid 19 era. Research design used in this study is quantitative. The subjects of this study were all employees at PT Phillips Seafoods. The object of this research focuses on work discipline variables, internal communication, change management, and employee performance. Population that used in this study amounted to 60 people. Data collected by the method observations, documentation, and questionnaires which were then analyzed using multiple linear regression analysis. The results of this study indicate that partially work discipline variable has a positive and significant effect on employee performance, internal communication variables have a positive and significant effect on employee performance, change management variables have a positive and significant effect on employee's performance, and simultaneously the variables of work discipline, internal communication, and change management has a positive and significant effect on employee performance.

1. INTRODUCTION

Organizational resources that have an important role and function in achieving goals are human resources (Heriyanti & Zayanti, 2021; Joo & Lee, 2017). Human resources are important assets in a company, this is because humans always play a dominant and active role in every organizational activity, humans become actors, planners, and determinants of the realization of the goals set by the organization (Farid et al., 2019; Rohida, 2018). To be able to form appropriate human resources and contribute to the maximum, there are several things that must be seriously considered, one of which is paying attention to employee performance. Performance is a product/service that is produced or carried out by a person or community in accordance with the targets achieved (Bustomi et al., 2020; Sapitri & Suryalena, 2016). Employee performance in a company can be influenced by several factors including work discipline, internal communication and change management (Noor, 2010; Priska et al., 2020). Change management

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and all organizational members who have communication and discipline can improve performance in the era of change.

Covid 19 is a pandemic that is being faced by almost all countries in the world, including Indonesia (Hadiwardoyo, 2020; Junaedi & Salistia, 2020). Various business sectors have been affected by this pandemic, one of which is the aquaculture sector. One of the aquaculture companies that have been affected or impacted by the COVID-19 pandemic is the aquaculture company PT Phillips Seafoods, which is located in Sumberkima Village, Gerokgak District. The manager of PT Phillips Seafoods explained that Covid 19 resulted in a decrease in the realization of the sales target at PT Phillips Seafoods. Before the pandemic, this company was able to make annual sales reaching 80%, but during this pandemic it was only able to reach 60%. This is because many companies that are the target of marketing, both at home and abroad, are not operating during the pandemic.

In addition to the impact of the Covid 19 pandemic, the decline in sales was also due to PT Phillips Seafoods employees experiencing a decline in performance in 2020 which can be seen from the decrease in the realization of the target number of fish that can be harvested in the 2020 period. Every year, the company targets to be able to achieve a harvest of 80 up to 100 tons per year, but in 2020 it can only reach 60 tons. Problems regarding performance can also be seen from the accuracy of employees who are starting to decline. The manager of PT Phillips Seafoods explained that there were cages (floating net cages) conceded in 2020, this was due to the marine care unit not being careful in checking the cages during extreme weather, which caused as many as 100 white snappers to escape. This decline in performance is influenced by several factors, including work discipline, internal communication, and change management.

Work discipline is one of the important variables that will contribute to efforts to improve employee performance. Disciplined human beings are the most important aspect in building competitive advantage and improving the performance of each individual organization (Hustia, 2020; Lessar et al., 2019). However, based on observations in the field and an explanation from the manager of the company PT Phillips Seafoods, it was found that there was a decline in discipline which could be seen from the frequent violations of company rules such as some employees who did not come to work on time, some employees fell asleep while on duty at night, some employees bring operational equipment home without permission, some employees bring fish home without permission and some employees bring plastic (in this company it is strictly forbidden for employees to bring plastic). Violations of the applicable rules must immediately be given firm action, this is because employees who comply with the rules are employees who perform well. These statements are in line with the research results which state that work discipline has a positive and significant effect on employee performance (Hustia, 2020; Lessar et al., 2019; Wowor, 2016).

Internal communication can be used as a strategic medium in building optimal performance in the organization. Communication functions as one of the important media in improving employee performance, effective communication will encourage employees to carry out their duties well. The statement is in line with the results of research stated that internal communication has a positive and significant effect on employee performance (Indajang et al., 2017; Poniasih & Dewi, 2015). However, based on the results of observations found problems in internal communication. The management explained that there were still some employees who could not understand the instructions given by the leadership well, and there had been miss communication between employees. In addition, the researcher also found a lack of greetings between senior and junior employees and the topics discussed were too sensitive such as discussing issues of belief, politics, and ethnicity which also caused an uncomfortable atmosphere in communicating at work which in turn would have an impact on performance of the employee.

PT Phillips Seafoods is one of the largest White Snapper fish farming companies in Gerokgak district, which has collaborated with the Center for Marine Cultivation Research and Fisheries Extension located in Penyabangan Village. This company plays an important role in the development of white snapper aquaculture. This is because, on June 27, 2021, the Ministry of Maritime Affairs and Fisheries is intensively boosting the productivity of white snapper because this fish commodity is in great demand by the international market. Therefore, it is important for companies to have disciplined employees, good internal communication, and apply appropriate change management principles, so that this company has good employee performance, and can survive in the era of competition. Therefore, this study will analyze: the effect of work discipline on the performance of PT Phillips Seafoods; the influence of internal communication on the performance of PT Phillips Seafoods; the influence of change management on the performance of PT Phillips Seafoods; the impact of work discipline, internal communication, and change management on the performance of PT Phillips Seafoods employees. The purpose of this study was to

analyze the simultaneously and partially effect of work discipline, internal communication, and change management variables on the performance of PT Phillips Seafoods employees.

2. METHODS

This research was conducted at PT Phillips Seafoods. This study used a quantitative approach. This research is classified as population research. The subjects in this study were all 60 employees of PT Phillips Seafoods. Data collection techniques in this study using questionnaires and observation methods. This research used multiple linear regression analysis method. Multiple linear regression analysis includes t-test, f-test, and coefficient of determination using the SPSS 25.0 windows computer software program (Ghozali, 2018). T-test was conducted to find out the partial effect of all x variables on y variables. The f-test was conducted to determine the simultaneous effect of variable x on variable y. The coefficient of determination test was conducted to find out how much percent of the variable x was able to explain the variable y.

3. RESULTS AND DISCUSSIONS

Results

Multiple Linear Regression

Table 1. Multiple linear analysis results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.325	1.263		1.048	0.299
Work Discipline	0.288	0.101	0.327	2.856	0.006
Internal Communication	0.219	0.072	0.231	3.027	0.004
Change Management	0.444	0.127	0.443	3.480	0.001

Based on the results of data analysis which can be seen in Table 1, the variables of work discipline, internal communication, and change management have a positive and significant effect on the performance of PT Phillips Seafoods employees. Then the results obtained with the following equation $Y = 1.325 + 0.288 X_1 + 0.219 X_2 + 0.444 X_3 + e$.

Classic Assumption Test Results

Table 2. Multicollinearity Test result

Variable	Collinearity Statistics		Conclusion
	Tolerance	VIF	
Work Discipline	0.284	3.517	no heteroscedasticity symptom
Internal Communication	0.639	1.565	no heteroscedasticity symptom
Change Management	0.231	4.338	no heteroscedasticity symptom

Based on Table 2, it can be seen that all independent variables in this study have a tolerance value greater than 0.1 and a VIF value less than 10, so it can be said that the regression model is free from multicollinearity. In the scatterplot graph in Figure 1, it can be seen that the points on the graph spread randomly, so it can be concluded that there is no heteroscedasticity symptom in the regression model.

Normality test is done by looking at the normal probability plot graph. Based on the results of the normality test that has been carried out, a normal probability plot graphic image is obtained in Figure 2. In accordance with the Normal Probability Plot graph (Figure 2), it can be seen and shown that the data/points spread around the diagonal line and follow the direction of the diagonal line, it can be said as well as concluded that the regression model meets the assumption of normality.

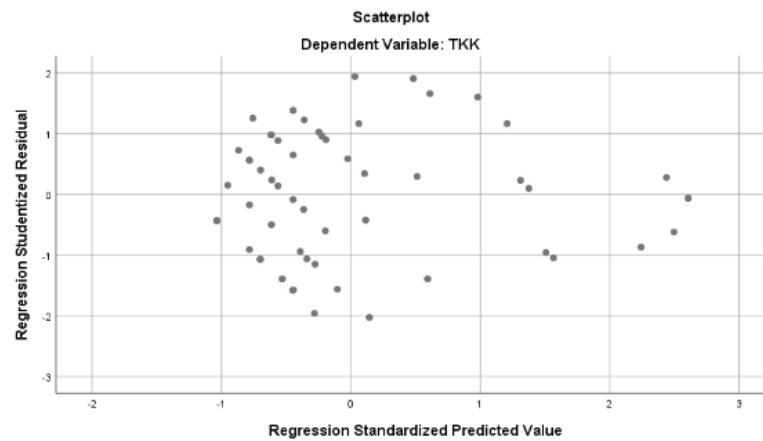


Figure 1. Scatterplot Graphic

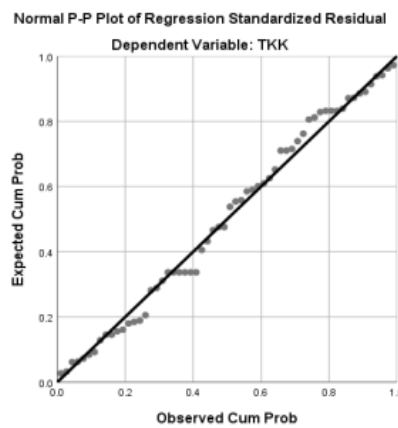


Figure 2. Normal Probability Plot Graphic

Hypothesis Examination

Based on Table 1, it can be seen that the t-value of the work discipline variable is 2.856 which is greater than the t-table of 1.673 and the p-value of 0.006 is smaller than alpha 0.05, indicating that work discipline partially has a positive and significant effect on performance. This result means that every time the discipline variable increases, the employee performance variable will also increase. Therefore, this study rejects H_0 , and accepts H_1 which states that partially the work discipline variable has a positive and significant effect on employee performance. Based on Table 1, it was found that the t-test results for the internal communication, t-value of 3.027 were greater than the t-table value of 1.673 and the p-value of 0.004 was smaller than the 0.05 alpha indicating that internal communication partially had a positive and significant effect on performance. This result means that if the internal communication variable is improved or better, the employee performance variable will also increase or be better. Therefore, in this study, reject H_0 and accept H_2 which states that the internal communication variable has a positive and significant effect on employee performance.

Based on Table 1, it is found that the t-test results for the change management variable of 3.480 are greater than the t-table value of 1.673 and the p-value of 0.001 is smaller than alpha 0.05 indicating that change management has a positive and partially significant effect on performance. This result means that if change management is implemented properly, performance will increase. Therefore, in this study, reject H_0 and accept H_3 which partially states that the change management variable has a positive and significant effect on employee performance variables. The results of the F test show that the calculated F value is 70.569 which is greater than the F table value of 2.770 and the p-value of 0.000 is smaller than the alpha of 0.05, indicating that the variables of work discipline, internal communication, and change management simultaneously have a positive and significant effect on the performance variable. This means that if the variables of work discipline, internal communication, and change management are increased, the employee performance variables will also increase. Therefore, according to the results of the F test, this study rejects H_0 and accepts H_4 which states that simultaneously the variables of work

discipline, internal communication, and change management have a positive and significant effect on employee performance variables. The value of the adjusted R² square is 0.780 or 78%, this means that the variables of work discipline, internal communication, and change management are able to influence and provide explanations for the employee performance variable by 79.2%, while the remaining 20% is influenced by other variables not researched.

Discussion

The Effect of Work Discipline on Employee Performance

The results of this study indicate that the work discipline variable partially has a positive and significant effect on the employee performance variable of PT Phillips Seafoods. These results are in line with the research results which state that work discipline has a positive and significant effect on employee performance (Farisi & Fani, 2019; Hustia, 2020; Sitopu et al., 2021; Suprapti et al., 2020). The results of this study are also in line with theory which states that discipline is an operative function of HR management and greatly influences employee performance, discipline is usually directly proportional to employee performance in a company (Razak et al., 2018). Norms or rules are very important and can significantly modify a person's performance (Lessar et al., 2019; Suprapti et al., 2020). Improving performance can be done through the application of workplace discipline (Hidayat & Taufiq, 2012; Wowor, 2016). True professionals will definitely submit themselves and obey the rules, regulations, and values that apply. If the work discipline variable has increased, the employee performance variable will also increase, as well as better. So, it is very important for the company to have disciplined employees in order to achieve optimal performance.

The Effect of Internal Communication on Employee Performance

The results of this study indicate that Berengaria's internal communication variable is partially positive and significant on employee performance variables. This shows that the internal communication variable is directly proportional to the employee performance variable, meaning that if the internal communication that occurs within the organization is good, the performance of the employees will also be good. The results of this study are in line with the results of research stated that internal communication has a positive and significant effect on employee performance (Indajang et al., 2017; Poniasih & Dewi, 2015; Setiawan & Lestari, 2016). The results of this study are also in line with the communication theory which states that communication functions as one of the important media in improving employee performance, effective communication will encourage employees to carry out their duties well (Harahap et al., 2020; Pertiwi et al., 2019). One of the important functions of internal communication is as a medium to generate employee motivation, so that employees are willing to put out their best performance at work. Internal communication is very important owned by the company. If the internal communication that occurs in the company is good, the employee's performance will also be good. However, if the internal communication that occurs in the company is not good then the employee's performance will also decrease.

The Effect of Change Management on Employee Performance

The results of this study indicate that partially change management has a positive and significant effect on employee performance. The results of this study also show that the regression coefficient value of the change management variable is the highest, this means that the implementation of good change management will be followed by good employee performance. The results of this study are in line with the results of research which state that the change management variable partially has a positive and significant effect on employee performance (Dumanauw et al., 2018; Kojo et al., 2019; Megawe et al., 2020; Ratnasari & Fitri, 2020; Welan et al., 2020). If the change management variable increases, the employee performance variable will also increase, and vice versa. So, it is very important for the company to pay attention and implement good change management so that its employees have performance in accordance with company goals.

The Influence of Work Discipline, Internal Communication, and Change Management on Employee Performance

Based on the results of the F test, the findings of this study indicate that the variables of work discipline, internal communication, and change management have a positive and significant effect simultaneously on the variable performance of PT Phillips Seafoods employees. This means that the variables of work discipline, internal communication, and change management are directly proportional to the employee performance variables. Increasing the variables of work discipline, internal communication, and change management will increase employee performance variables. Variables of

work discipline, internal communication, and change management are very important and must be considered properly by the company. An increase in work discipline variables, internal communication, and employee management will be followed by an increase in employee performance variables, as well as better.

4. CONCLUSION

Based on the results and discussions that have been carried out, it can be concluded that partially and simultaneously the variables of work discipline, internal communication, and change management have a positive and significant effect on employee performance variables. This means that when the variables of work discipline, internal communication, change management increase, the performance variable will also increase, as well as better. Good work discipline, good internal communication, and the implementation of good change management will greatly impact and make a positive contribution to the company's activities in improving the performance of its employees. Therefore, it is important for the company PT Phillips Seafoods to pay attention to the variables of work discipline, internal communication, and change management in order to achieve optimum performance.

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