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## THE INFLUENCE OF ORGANIZATIONAL BEHAVIOR DIMENSIONS ON ADMINISTRATIVE AND FINANCIAL PERFORMANCE OF LAND TRANSPORTATION MANAGEMENT CENTER

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### ARTICLE INFO    ABSTRACT

Received: January, 26 <sup>th</sup> 2022	<i>This study aims to determine the effect of communication, motivation, and leadership on employee performance. This research was conducted at the Office of the Land Transportation Management Center Region XXIV, North Maluku Province, by taking research respondents as many as 73 people. This research method is a research hypothesis testing (hypothesis testing) which aims to test the hypothesis that was built using multiple regression analysis and the calculation operation using the SPSS program. The results of the research are as follows: (1). Communication has a significant positive effect on employee performance, with a total effect of 3.116. (2). Motivation has a significant positive effect on employee performance, with a total effect of 1,993. (3). Leadership has a significant positive effect on employee performance, with a total effect of 2,360. (4). Simultaneously there is a significant influence between communication, motivation, and leadership together on the performance of Administrative and Finance employees of the Land Transportation Management Center Region XXIV North Maluku Province with a determination contribution (R<sup>2</sup>) of 79.9%. The conclusion of this study is that it is proven that there is a significant influence between communication, motivation, and leadership on the performance of</i>
Revised: February, 17 <sup>th</sup> 2022	
Approved: February, 18 <sup>th</sup> 2022	

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<b>How to cite:</b>	Hamka Husen, Marwan, Hendrian. (2022). The Influence of Organizational Behavior Dimensions on Administrative and Financial Performance of Land Transportation Management Center. Journal Eduvest. Vol 2(2): 378-384
<b>E-ISSN:</b>	2775-3727
<b>Published by:</b>	<a href="https://greenpublisher.id/">https://greenpublisher.id/</a>

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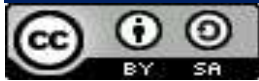
*administrative and financial employees of the Land Transportation Management Center Region XXIV North Maluku Province.*

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**KEYWORDS**

Communication, Motivation, Leadership and Performance

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## INTRODUCTION

Land Transportation Management Center (BPTD) Region XXIV of North Maluku Province is an organizational body formed directly under the auspices of the Ministry of Transportation, which is located and has a network area in North Maluku Province. This organizational body has the duties and responsibilities in managing terminals that have type A categories, weigh bridges, ferry ports, to the supervision of inter-provincial inter-city buses (AKAP), to rental transportation found in the work area of the Transportation Management Center unit (Acciario, Ghiara, & Cusano, 2014). Land Region XXIV North Maluku Province.

In addition, the establishment of BPTD refers to the Regulation of the Minister of Transportation No. 154/2016 concerning Organization and Work Procedure of Land Transportation Centers which was promulgated on January 5, 2017. BPTD focuses on managing and developing land transportation facilities and infrastructure in their respective regions, in this case coverage for the North Maluku Province. Thus, the presence of BPTD can assist in improving services through improvements to each Type A terminal and weighbridge, both in terms of equipment and operational personnel of the work unit.

In line with these conditions, the Land Transportation Management Center (BPTD) Region XXIV of North Maluku Province, which is relatively new, is required to improve its ability to deal with complex tasks and responsibilities, one of which is to pay attention to the labor factor. Various strategies must be adopted to be able to adjust and increase competitiveness against the vision and mission of BPTD (Solovida & Latan, 2017). They are aware that it is strong Human Resources (HR) that can make an organization have a competitive advantage (Boxall, 1998; Love & Singh, 2011). Organizational success is strongly influenced by individual employee performance (Uddin, Luva, & Hossian, 2013). Until now, performance is still a problem faced by management, so management needs to know what things can affect employee performance (Yeh & Connell, 2008).

In connection with the above description, the author describes several studies related to organizational behavior and performance (finance). First, previous research conducted by (Artiningsih & Rasyid, 2013), showed that Kotabaru Hospital employees had a high level of organizational behavior dimensions and had a positive impact on their performance because the organizational behavior dimension is a form of behavior that is an individual choice and initiative, not related to the formal reward system (Wahyuni, Taufik, & Ratnawati, 2016). Organizational behavior is very important for hospital organizations as providers of health services for the community. There is a significant positive relationship between job satisfaction and dimensions of organizational behavior. This indicates that the higher the level of employee satisfaction, the higher the contribution of organizational behavior given by employees to the organization and vice versa (Dana & Setiawati, 2011).

Second, the results of (Muchlisa, 2017)'s research state that budget planning and budget reporting/accountability have a positive and significant effect on the performance accountability of government agencies, but budget execution and performance evaluation have a positive and insignificant effect on performance accountability of government agencies. Meanwhile, according to research by (Mahmudah & Harjanti, 2016), it is stated that the implementation of work-based budgeting has a very weak influence on the accountability of the performance of government agencies.

Based on the description of the background above, it is known that there is a problem phenomenon regarding performance problems and several previous studies related to organizational behavior that need to be developed for further research. The existence of this phenomenon and research gap is the main reason for the author to examine more deeply the Influence of Organizational Behavior Dimensions on Administrative and Financial Performance of the Land Transportation Management Center Region XXIV North Maluku Province.

### RESEARCH METHOD

This research is a hypothesis testing research which aims to test the hypothesis proposed by the author regarding the effect of organizational behavior dimensions on the performance of Administration and Finance of the Land Transportation Management Center Region XXIV, North Maluku Province. Hypothesis testing must be able to explain the nature of certain relationships, understand differences between groups or the independence of two or more variables (Sekaran & Bougie, 2017).

This analysis consists of four parts. First, the general description of the research object. The two results of testing instrument data are related to validity and reliability tests. Third, the characteristics of the respondents. Fourth, data analysis which includes descriptive statistics, classical assumption test, and hypothesis testing. The fifth is a discussion of the research results used to answer the problem formulation by proving provisional conjectures or research hypotheses (Sugiyono, 2002).

### RESULT AND DISCUSSION

Based on the results of hypothesis testing that have been carried out, this research produces important and interesting findings to be discussed further. The results showed that the variables of communication, motivation, and leadership had an effect on the performance of Administration and Finance of the Land Transportation Management Center for Region XXIV, North Maluku Province. This is evidenced by the significance value of the F test which is smaller than 0.05. Communication, motivation, and leadership together affect performance by 79.9% and the remaining 20.1% performance is influenced by other factors not examined in this study.

Table 1 t test results

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized t Coefficients	t	Sig.
	B	Std. Error			
1	(Constant)	5,779	1,480		3,904 ,000
	Communication	,202	,065	,293	3,116 ,003
	Motivation	,236	,070	,402	3,381 ,001
	Leadership	,185	,078	,260	2,360 ,021

a. Dependent Variable: Performance

Source: Primary Data Processed 2021

1. Effect of communication on performance

The results of the study succeeded in proving the first hypothesis which states that communication has a significant positive effect on the performance of the Administration and Finance of the Land Transportation Management Center for Region XXIV, North Maluku Province. The results of statistical testing of the t-test on the communication variable obtained a t-test significance (probability) of 0.003 which is smaller than 0.05 and a t-count value of 3.116 which is greater than t-table (1.993) then the hypothesis is accepted. Meanwhile, the regression coefficient ( $b_1$ ) = 0.202, which means that if communication improves by one unit, there will be an increase in performance of 0.202 units, assuming other variables remain. Positive direction means the higher the communication, the higher the performance. This shows that communication in the office is going well. It can be seen from employees who have a harmonious relationship both among employees or employees to superiors.

The results of this study are in line with previous research conducted by (Haroon & Malik, 2018) which showed that organizational communication had a significant positive effect on organizational performance. Effective communication can be well established if both parties recognize each other's strengths and weaknesses and understand the other's weaknesses. In addition, mutual trust between individuals in an environment will be created properly so that any obstacles or challenges can be overcome and good cooperation will be established. With effective communication, relationships between individuals will develop into useful relationships for themselves and others. Therefore, with effective communication, employees will know the expectations and understanding of the performance to be achieved. Employees can contribute to the organization in expressing ideas or ideas so that it creates an agreement between superiors and employees as well as between fellow employees.

2. The Effect of Motivation on Performance

The second hypothesis in this study which states that motivation has a significant influence on the administrative and financial performance of the Land Transportation Management Center Region XXIV North Maluku Province is accepted by the results of empirical research. The results of the statistical test of the t-test on the communication variable, the t-count value is 3.381 which is greater than the t-table (1.993) and the significance value is 0.001 which is smaller than 0.05. then the hypothesis is accepted. Meanwhile, the regression coefficient ( $b_2$ ) = 0.236, meaning that the regression coefficient which has a positive direction means that the higher the motivation, the higher the performance.

Based on the hypothesis testing above, it can be concluded that motivation has a significant positive effect on employee performance at the Administration and Finance Center for Land Transportation Management Region XXIV, North Maluku Province. This means that if motivation increases, employee performance will also increase, this means that employees feel that giving motivation at the BTPD Regional XXIV Office of North Maluku Province can provide encouragement / encouragement for their employees. So, this is in accordance with the existing reality, motivation is a push for someone so that person can focus on personal goals and organizational goals.

Work motivation will greatly affect employee performance. If an employee who works in a company every day and has good work motivation will certainly have a positive impact on employee loyalty and productivity and of course the employee will have good performance too because work motivation itself has a positive impact on performance. This is also in line with research conducted by (Yatipai, Montolalu, & Kaparang, 2015) the results of the study show that the product moment is 0.685, which

means that there is a significant correlation or relationship between motivation and employee performance. So that motivation has an influence of 46.5% on employee performance.

### 3. Influence of Leadership on Performance

The results showed that leadership had a significant influence on the administrative and financial performance of the Land Transportation Management Center for Region XXIV, North Maluku Province. Leadership is an important thing in an organization and company in achieving the desired goals of an organization or company. Leadership also affects employee performance in the company or organization. Good leadership is able to produce good results for the company and bring a sense of comfort to employees while working.

The results of the statistical test of the t-test on the communication variable, the t-count value is 2.360, which is greater than the t-table (1.993) and the significance value is 0.021, which is smaller than 0.05. Then the hypothesis is accepted. Meanwhile, the regression coefficient ( $b_3$ ) = 0.185, it means that if the leadership increases by one unit, there will be an increase in performance of 0.185 units, assuming other variables are constant. Positive direction means the higher the leadership, the higher the performance.

Based on the hypothesis testing above, it can be concluded that motivation has a significant positive effect on employee performance at the Administration and Finance Center for Land Transportation Management Region XXIV, North Maluku Province. This means that leadership at the BTPD office is very important in determining the performance of its employees so that they are optimal in carrying out their duties. The leadership process in the office environment can influence employees to work willingly to achieve common goals.

### 4. The Influence of Communication, Motivation and Leadership on Performance

The results of the F test in this study are presented as follows:

Table 12 F . Test Results

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	309,158	3	103,053	96,242	,000 <sup>b</sup>
	Residual	73,883	69	1,071		
	Total	383,041	72			

a. Dependent Variable: Y

b. Predictors: (Constant), Leadership, Communication, Motivation

Source: Primary Data Processed 2021

Based on the results of the F statistical test, the F test significance (probability) is 0.000 ( $p < 0.05$ ) and the calculated F value is 96.242 > F table (2.74), meaning that communication, motivation, and leadership together affect performance. Administration and Finance of Land Transportation Management Center Region XXIV North Maluku Province.

## CONCLUSION

Based on the results of the research that has been described above, it can be concluded that communication has a significant influence on employee performance. This is evidenced by the value of t arithmetic > t table and a significance value of < 0.05. The communication variable has an important role in improving the performance of

Administrative and Financial Officers of the Land Transportation Management Center Region XXIV, North Maluku Province. Motivation has a significant influence on employee performance. This is evidenced by the value of  $t$  arithmetic  $>$   $t$  table and a significance value of  $<$  0.05. Motivation has an important role in improving the performance of Administrative and Financial Officers of the Land Transportation Management Center Region XXIV, North Maluku Province. Leadership has a significant influence on employee performance. This is evidenced by the value of  $t$  arithmetic  $>$   $t$  table and a significance value of  $<$  0.05. Leadership has an important role in improving the performance of Administrative and Financial Officers of the Land Transportation Management Center Region XXIV, North Maluku Province. There is a significant influence between communication, motivation, and leadership together on the performance of Administration and Finance of the Land Transportation Management Center Region XXIV North Maluku Province with a contribution of 79.9%. This is evidenced by the calculated  $F$  value  $>$   $F$  table and the significance value  $<$  0.05.

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