



THE INFLUENCE OF ORGANIZATIONAL STRUCTURE, WORK DISCIPLINE, COMMUNICATION, AND HUMAN RESOURCE QUALITY ON ORGANIZATIONAL PERFORMANCE AT TWWHA JO

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ABSTRACT

This study investigates the influence of organizational structure, work discipline, communication, and human resource (HR) quality on organizational performance at TWWHA JO, a consortium in the construction sector. Organizational performance is essential for achieving strategic goals, yet TWWHA JO faces challenges such as suboptimal coordination, varying work discipline, ineffective communication, and inconsistent HR quality. Using a quantitative approach, this research employs multiple linear regression analysis with a sample of 31 employees at TWWHA JO. The results indicate that organizational structure, work discipline, and communication have significant positive effects on organizational performance, while HR quality negatively affects performance. The model explains 66.2% of the variance in organizational performance ($R^2 = 0.662$), suggesting that factors outside the study's scope account for the remaining 33.8%. These findings highlight the importance of improving organizational structure, enhancing communication, and implementing HR development programs to optimize organizational performance. This study provides valuable insights for TWWHA JO management to develop strategies aimed at addressing internal challenges and improving overall efficiency.

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1. INTRODUCTION

In the era of globalization and increasingly tight business competition, organizations are required to have high adaptability in order to survive and thrive. One important indicator of organizational success is its organizational performance, which reflects the effectiveness of the organization in achieving its stated goals [1], [2]. Organizational performance is not only influenced by external factors such as market conditions or government regulations, but is also greatly determined by internal factors originating from within the organization itself [3].

Internal factors that play an important role in driving increased organizational performance include organizational structure, work discipline, communication, and the quality of human resources (HR). The right organizational structure will facilitate the division of tasks, clarify coordination and reporting lines, and avoid overlapping authority [4]. High work discipline will ensure that each individual in the organization carries out their duties according to the specified standards and time [5]. Effective communication will minimize misinformation, strengthen relationships between departments, and facilitate decision-making [6]. Meanwhile,

good HR quality which includes competence, skills, and work commitment will support the entire organizational process so that goals can be achieved more optimally [7].

[8] stated that an organization is a unit in society that is formed consciously with a specific purpose, where all behavior and activities are determined by individuals who are members of the organization. Handoko (1997) emphasized the importance of communication because it allows management functions such as planning, organizing, directing, and controlling to be carried out. Sedarmayanti (2009) also emphasized that the quality of human resources includes the physical, intellectual, and psychological abilities of the workforce, all of which greatly influence the success of the organization. Toa Corporation, PT Waskita Karya (Persero) Tbk., Wakachiku Construction, Hutama Karya, and PT Brantas Abipraya (Persero) are the five major construction businesses that make up TWWHA JO. Setting up a complex organizational structure, maintaining the level of work discipline in the field, facilitating seamless communication between divisions and consortium member companies, and maintaining the quality of human resources so they can continue to adapt to project demands are all challenges faced by TWWHA JO, a company that oversees large-scale construction projects. Given this context, the study's goal is to ascertain how much TWWHA JO's organizational performance is influenced by organizational structure, work discipline, communication, and HR quality. It is anticipated that TWWHA JO management would use the study's findings to help create suitable policies that will enhance the organization's overall performance.

2. RESEARCH METHOD

Analytical descriptive research was the methodology employed, which entails concentrating on real-world issues, gathering pertinent information, elucidating, assessing, and generating conclusions on the issues encountered (Husein Umar, 2000). TWWHA JO personnel serve as the study's unit of analysis. Based on the observations that have been made, there are thirty-one TWWHA JO personnel. According to Singapore (2000), the population was the entire number of analysis units whose characteristics were forecasted. Therefore, the study's population consisted of all 31 TWWHA JO employees. According to statistics, the study's 31-person population was deemed tiny because it was less than 100. As a result, the researcher decided to employ the entire community as a research sample. As a result, complete sampling is the sampling method employed. Descriptive statistical analysis, validity and reliability tests, regression analysis, the data analysis techniques used in this work included the classical assumption test, which includes the data normality and heteroscedasticity tests, and the basic regression coefficient test (t test). The SPSS software is used to handle the analytic tool in this investigation.

3. RESULT AND ANALYSIS

Heteroscedicity Test

Since the points in the pattern graph above are dispersed above, below, and around the number 0 and do not only collect above or below the number 0 or form a wavy pattern that widens, narrows, and widens again, it can be said that multicollinearity does not exist.

Multiple Regression Analysis (Linear Multiple Regression)

The Enter Method in SPSS 29.0 is used in this multiple regression model. All of the independent variables in the regression equation are included in the Enter Method. The regression equation appears as follows in the table coefficient based on SPSS 29.0 results:

Table 1. Multiple Linear Regression Test Results

Model	Coefficients				Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients	t	Say.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	17.170	6.022		2.851	.009		
Organizational Structure	2.452	1.842	2.519	1.331	.195	.004	236.961
Work Discipline	-.543	1.267	-.651	-.429	.672	.007	152.616
Communication	-.382	.739	-.454	-.518	.609	.020	50.855
Quality Of Human Resources	-.923	.587	-.978	-1.573	.128	.039	25.579

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: Own processing

The regression equation that follows is derived from the above table:

$$Y = 17.170 + 2.452 * \text{Organizational Structure} - 0.543 * (\text{Work Discipline}) - 0.382 * (\text{Communication}) + 0.923 * (\text{Human Resource Quality})$$

Hypothesis Testing of Organizational Structure with Organizational Performance

The t-statistic test is used for hypothesis testing in order to ascertain whether organizational structure has a partial impact on organizational performance. The outcomes of the t-test with coefficients are as follows:

Table 2. Organizational Structure t-Test Results

Model		Coefficients				t say		Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	17.170	6.022			2.851	.009		
	Organizational Structure	2.452	1.842	2.519		1.331	.195	.004	236.961
	Work Discipline	-.543	1.267	-.651		-.429	.672	.007	152.616
	Communication	-.382	.739	-.454		-.518	.609	.020	50.855
	Quality Of Human Resources	-.923	.587	-.978		-1.573	.128	.039	25.579

A. Dependent Variable: Organizational Performance

Source: Own processing

With a significance level of 0.195, the regression analysis's t-value for the relationship between organizational structure and performance was 1.331, which is higher than 0.05. As a result, H0 was rejected, indicating that organizational performance is influenced by organizational structure to some extent.

Work Discipline Hypothesis Testing on Organizational Performance

The t-statistic test is used for hypothesis testing in order to ascertain whether work discipline has an impact. on Organizational Performance, in part. The outcomes of the t-test with coefficients are as follows:

Table 3 Work Discipline t-Test Results

Model		Coefficients				t Say.		Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	17.170	6.022			2.851	.009		
	Organizational Structure	2.452	1.842	2.519		1.331	.195	.004	236.961
	Work Discipline	-.543	1.267	-.651		-.429	.672	.007	152.616
	Communication	-.382	.739	-.454		-.518	.609	.020	50.855
	Quality Of Human Resources	-.923	.587	-.978		-1.573	.128	.039	25.579

A. Dependent Variable: Organizational Performance

Source: Own processing

The t-value for the influence of work discipline was derived from the regression analysis's findings. at a significance level higher than 0.05 on Organizational Performance of -0.651. Thus, H0 rejected, Work Discipline partially influences organizational performance.

Testing the Communication Hypothesis on Organizational Performance

To determine if communication has an effect on organizational performance, in part, the t-statistic test is utilized for hypothesis testing. The following are the results of the t-test with coefficients:

Table 4. Communication t-Test Results

Model		Coefficients				t Say.		Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	17.170	6.022			2.851	.009		
	Organizational Structure	2.452	1.842	2.519		1.331	.195	.004	236.961
	Work Discipline	-.543	1.267	-.651		-.429	.672	.007	152.616
	Communication	-.382	.739	-.454		-.518	.609	.020	50.855
	Quality Of Human Resources	-.923	.587	-.978		-1.573	.128	.039	25.579

A. Dependent Variable: Organizational Performance

Source: Own processing

The regression analysis's findings showed that the t-value for the relationship between communication and organizational performance was -0.518 at a significance level of 0.609, which is higher than 0.05. Communication has a partial impact on organizational performance, hence H₀ was rejected.

Hypothesis Testing of Human Resource Quality on Organizational Performance

A t-statistic test is used for hypothesis testing in order to ascertain whether HR quality has a partial impact on organizational performance. The outcomes of the t-test with coefficients are as follows:

Table 4 Results of the Human Resources Quality t-Test

Model	Coefficients				t	Say.	Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	17.170	6.022		2.851	.009		
	Organizational Structure	2.452	1.842	2.519	1.331	.195	.004	236.961
	Work Discipline	-.543	1.267	-.651	-.429	.672	.007	152.616
	Communication	-.382	.739	-.454	-.518	.609	.020	50.855
	Quality Of Human Resources	-.923	.587	-.978	-	.128	.039	25.579
A. Dependent Variable: Organizational Performance								

Source: Own processing

The results of the regression analysis revealed that the t-value of the association between organizational performance and HR quality was -1.573 at a significance level of 0.128, which is higher than 0.05. H₀ was thus rejected, indicating that organizational performance is partially influenced by human resource quality.

Simultaneous Test (F Test)

A simultaneous hypothesis test must be performed to determine whether organizational structure, work discipline, communication, and HR quality have an impact on organizational performance. The ANOVA table shows the findings of this test:

Table 5 F Test Results

Model	ANOVA					
	Sum of Squares	df	Mean Square	F	Say.	
1	Regression	471.744	4	117.936	10.305	.000b
	Residual	286.123	25	11.445		
	Total	757.867	29			

A. Dependent Variable: Organizational Performance

B. Predictors: (Constant), Quality of Human Resources, Communication, Work Discipline, Organizational Structure

Based on the table above, it can be seen that the F count is 10.305, the F count result is compared to the F table with the following criteria:

H₀ rejected if F count > F table

H₀ accepted if F count < F table

Thus, the result obtained from the comparison of F count with F table is H_a accepted and H₀ rejected because F count > F table, namely 10.305 > 1.679. The conclusion is that Organizational Structure, Work Discipline, Communication, and HR Quality have a simultaneous effect on Organizational Performance at TWWHAJO.

4. CONCLUSION

According to the study, organizational structure significantly and favorably affects organizational performance, indicating that a well-designed structure improves performance results. Conversely, work discipline, communication, and human resource quality were found to have significant but negative effects on organizational performance, indicating that issues within these areas could hinder overall effectiveness. Collectively, organizational structure, work discipline, communication, and human resource quality account for 66.2% of the variation in organizational performance (as shown by the R square value of 0.662), while other characteristics not covered in this study account for the remaining 33.8%, suggesting that more research is needed to examine these additional determinants.

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