THE ANALYSIS OF FACTORS THAT INFLUENCE MANAGEMENT COMMUNICATION IN CHINA MULTINATIONAL COMPANIES, INDONESIA

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PANEL OF EXAMINERS

APPROVAL SHEET

The Panel of Examiners declare that the skripsi entitled "THE ANALYSIS OF FACTORS THAT INFLUENCE MANAGEMENT COMMUNICATION IN CHINA MULTINATIONAL COMPANIES, INDONESIA" that was submitted by Guo Jinqian majoring in International Business from the Faculty of Business was assessed and approved to have passed the Oral Examinations on February 21st, 2019.

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Examiner II
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I declare that this skripsi, entitled “THE ANALYSIS OF FACTORS THAT INFLUENCE MANAGEMENT COMMUNICATION IN CHINA MULTINATIONAL COMPANIES, INDONESIA” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in a whole or in a part, to another university to obtain a degree.

Cikarang, Indonesia, February 21\textsuperscript{th}, 2019

Guo Jinqian
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The analysis of factors that influence management communication in China in multinational companies in Indonesia

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ABSTRACT

Chinese multinational companies had some communication problems when operating in Indonesia. How to use management communication to manage employees was one of the existing problems in multinational companies in China. The purpose of this study was to analyze what factors affect management communication. The factors that influence people's views are divided into competitive level, conflict, time management, attitude and leadership style. In this study, questionnaire survey was used as a tool to collect data. One sample of the study was 48 respondents, all of whom had been with the company for more than six months. Descriptive and multiple regression analyses were used in this study. The results show that attitude and competitive level had a significant influence on management communication, which means when both sides were in good communication attitude and high competitive level, both sides were willing to communicate and the efficiency of communication is high. On the other hand, conflict, time management and leadership style had no significant influence on management communication.

Keyword: Attitude, Competitive Level, Management Communication.
ACKNOWLEDGEMENT

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CHAPTER I

INTRODUCTION

1.1 Background

When a multinational corporation operates locally, many factors affect its development, like money, national politics, local laws. (Zanfei, 2013). Under the background of economic globalization, modern enterprises are facing increasingly complex internal and external environment. How to make enterprises more comfortable in market and their own grasp and control requires effective management communication in enterprises. Communication is of strategic significance to guarantee the scientificity, execution, cohesion, efficiency and competitiveness of decision-making. (Yan, 2006)

Simon, (1916～2001) is a famous management scientist of the decision-making school, believes that communication can be signed as any process in which members of an organization communicate their decisions or premises to other relevant members. According to Simon(1996), communication is the process of transferring, exchanging, or sharing any type of information in any way or form between two or more principals. This is communication. Management communication is the communication related to enterprise management activities and the extension of communication. According to Simon(1997), it includes not only the communication between individuals, but also the communication between groups and between superiors and subordinates.

In the enterprise, the purpose of management communication is to achieve certain goals or complete some ideas in the mind. There take a multinational enterprise in China for example, which company named PT. China West Development Indonesia. (Below this company for short as PT. China West. This company's parent company in Sichuan China, now this company located in Lippo Cikarang, and provide concrete for Meikarta and Jakarta-Bandung High Speed Railway). In this kind of multinational
enterprise, localization development is a necessary trend. But during the localization development, company meet some problems, one of the more important and thorny issue is management communication. Because this kind of multinational enterprise not only across countries, but also across cultures. Different cultures has different language, so communication will be a important part in management. (Ana & Montse & Antonia, 2014)

In PT. China West, human resource department made an employee survey in terms of corporate management communication on 2017 July. (company total have 63 employees, which including 34 Indonesia people, 11 Indonesia Chinese, and 18 Chinese people.) The survey results show that most employees have realized the importance of communication ability in the enterprise and the positive correlation between internal communication and enterprise performance. 92% percent of employees think communication skills are important and they value communication. However, they do not know how to make communication more effective and better serve corporate goals. From the perspective of communication channels, 27% of information is transmitted through informal channels, and 73% of information is transmitted through formal channels. The formal communication channel of the organization is mainly the meeting. Only 26% of the employees think the meeting is effective, 15% think the meeting is invalid, and 59% think the meeting is not effective.

So far, there are still many problems in the management communication part of the company management. In PT. China West, the employee include of Chinese people, Indonesian and Indonesia Chinese. Actually in this work environment, verbal communication include 3 mainly languages. That are Chinese language, Indonesia language and English. Most of the Indonesia people as a basic level and here only graduated from high school so they cannot understand English well. Chinese almost are manager, to manage staff. The Indonesia Chinese position is lower than Chinese people, but higher than Indonesia people. Because the company need Indonesia
Chinese to translate some work and contracts. So the Indonesia Chinese is a bridge between Chinese manager and Indonesia staff.

About the employees complain, there Human Resource list some problems that company exist now, is shown on the table 1.1

<table>
<thead>
<tr>
<th>NO.</th>
<th>Exist Problem</th>
<th>Reflected Department And People</th>
<th>Date</th>
<th>How Many Times</th>
<th>Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>The leader fails to clearly express the requirements of the command when giving the command, and employee do not make sure after get command, resulting in the employee's misunderstanding and then lead to communication failure.</td>
<td>1.Material department, Heri</td>
<td>21.06.2018</td>
<td>2</td>
<td>The Chinese manager said to Indonesia staff &quot; ke lantai atas, pertama kamar ambil semen.&quot; Then the Indonesia staff according manager words to do it. But he misunderstanding, manager meaning go to the first door of the right, staff thought let him go to first door of the left.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.Technology department, Ayan</td>
<td>06.08.2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>The leader gives wrong instructions because of language problems and then lead to communication failure.</td>
<td>1.Production department, Gunawan</td>
<td>25.03.2018</td>
<td>1</td>
<td>Chinese manager want to say&quot; please put cement on the ground.&quot; But the manager said&quot; tolong tambah semen ke sini.&quot; It happened that there was some soil next to the cement, so the staff mixed the soil with the cement.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.Marketing department, Abraham</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c</td>
<td>The person who receiving the instruction does not understand what the task is because of the language problem and then lead to communication failure.</td>
<td>1.Production department, Yonni</td>
<td>05.04.2018</td>
<td>3</td>
<td>When the Chinese manager talk with Indonesia staff in English, &quot; help me to move this cement.&quot; But the Indonesia staff cannot understand the manager meaning, they smile into each other eye's.</td>
</tr>
<tr>
<td>NO.</td>
<td>Exist Problem</td>
<td>Reflected Department And People</td>
<td>Date</td>
<td>How Many Times</td>
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<tr>
<td>d</td>
<td>When employees communicate with leaders, due to different attitudes and cultures, during communication, they will misunderstand each other to a large extent, thus leading to communication failure.</td>
<td>1. General Office, Andrian.</td>
<td>14.11.2018</td>
<td>1</td>
<td>The Chinese manager give a require for the cleaning Indonesia staff But he did not understand each other's language, which required one person who can speak English and Indonesian as a interpreter. The manager ask staff clean the dormitory tomorrow, but the Indonesian employee said he would go today. At this time, the Chinese manager was angry and said that I am the person give the instruction rather than you decide the time. The attitude of both parties is not particularly good in communication, which leads to some embarrassment.</td>
</tr>
<tr>
<td>e</td>
<td>When an employee complains to superior, has to wait too long for a solution due to some problems in the communication process</td>
<td>1. Material department, Ambari</td>
<td>18.3.2018</td>
<td>4</td>
<td>When employees need something or do not know how to solve some problems, they need their superior help, and tell someone. But some reason caused inefficient communication convey. So employees get a slow response.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Production department, Simon</td>
<td>26.5.2018</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>3. Technology department, Raza</td>
<td>21.8.2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. General office, Nita</td>
<td>2.10.2018</td>
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</tbody>
</table>

*Source: HR department of PT. China west and constructed by researcher*
From figure 1.1, we can see that the problem e “When an employee complains to superior, has to wait too long for a solution due to some problems in the communication process” the happened number was most. About above the employees complain, researcher list some problems that company exist now, is shown on the table 1.2

<table>
<thead>
<tr>
<th>NO.</th>
<th>Exit problem</th>
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<tbody>
<tr>
<td>a</td>
<td>The leader fails to clearly express the requirements of the command when giving the command, resulting in the employee's misunderstanding and then lead to communication failure.</td>
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<td>The person who receiving the instruction does not understand what the task is because of the language problem and then lead to communication failure.</td>
</tr>
<tr>
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<td>When employees communicate with leaders, due to different attitudes and cultures, during communication, they will misunderstand each other to a large extent, thus leading to communication failure.</td>
</tr>
<tr>
<td>e</td>
<td>When employees communicate with leaders, due to different attitudes and cultures, during communication, they will misunderstand each other to a large extent, thus leading to communication failure.</td>
</tr>
</tbody>
</table>

And if company want to make a good control on management communication, they need to make clear what factors can be impact the management communication? There researcher list 5 factors impact the management communication. One part is
external factors, which including 1 factors, competition level. The other part is internal factor, which including 4 factors, conflict, time management, attitude and leadership style.

1.2 Problem Identification


1.3 Research Questions

Based on the description contained in the background, it can be formulated research problems as follows:

1. Is competition level have a significance influenced to management communication?
2. Is conflict have a significance influenced to management communication?
3. Is time management have a significance influenced to management communication?
4. Is leadership style have a significance influenced to management communication?
5. Is attitude have a significance influenced to management communication?
6. Are political stability of the nation, availability of technology, economy of the country, competition level, conflict, poor timing, attitude, leadership style have a significance influenced to management communication?
1.4 Research Objective

The objectives of this research is:

1. To examine the significant influence of competition level towards management communication.
2. To examine the significant influence of conflict towards management communication.
3. To examine the significant influence of time management towards management communication.
4. To examine the significant influence of leadership style towards management communication.
5. To examine the significant influence of attitude about management communication.
6. To examine the simultaneously significant influence of political stability of the nation, availability of technology, economy of the country, competition level, conflict, poor timing, attitude, leadership style about management communication.

1.5 Significance of Study

The results obtained from this study are expected to have the following benefits:

I. For PT. China West Development Indonesia
   1. It helps to close the relationship between the leaders and employees in company.
   2. It is benefit to leaders to grasp the company's operation situation at any time during communicate with employee.
   3. It helps to create a good working environment.

II. For Future Research

1. Understand the communication barriers between managers and employees.
2. How to use management communication to manage employees and maximize their potential.
3. Master communication and management skills.
4. In this study hopes that leaders can strengthen management communication and stimulate employees' discussion and enthusiasm for work.

1.6 Limitations

For the research Scope, focus on 5 factors, which are the political stability of the nation, availability of technology, economy of the country, competition level, conflict, poor timing, attitude, leadership style. For the research limitation, apply for PT. China West Development Indonesia.

1.7 Thesis Organization

Systematic writing of this research is described as follows:

CHAPTER I - INTRODUCTION

This chapter contains the research background, research question, research objectives, significant of study, limitation, and thesis organization.

CHAPTER II - LITERATURE REVIEW

This chapter describes the theories and literature related to the research. In addition to containing theoretical basis, this chapter also includes previous research and research gap related to this research.

CHAPTER III - RESEARCH METHODOLOGY

This chapter will focus on methodology consisting of theoretical framework, hypothesis, operation definition of variable, research method, sampling design, research instrument, and data analysis.

CHAPTER IV - DATA ANALYSIS

This chapter contains the result and analysis from all the data collected by the researcher including pre-test, respondent’s profile, descriptive analysis, multiple regression analysis, classical assumption test and interpretation result.

CHAPTER V - CONCLUSION

This chapter contains conclusion and recommendation from the results of the research.
CHAPTER II

LITERATURE REVIEW

In this chapter, the researchers studied relevant literature on management communication as a dependent variable and its 5 independent variables, respectively competition level, conflict, time management, attitude and leadership style. Next, the researcher will present the results of the 5 independent variables in turn, as well as the literature and authors used in the literature review. Finally, the researcher informed the blank of this study and compared it with the previous literature.

2.1 Review Of Literature On Each Independent Variable

2.1.1 Competition Level

Kiper (2011) believe that the long-term competitive market is essentially an extremely complex system containing the random movement of enterprises, in which different behaviors of different participants are shown as statistical laws on a long-term scale. Our research shows that in all competitive markets, only when the perfect competitive system is unstable, when the society achieves full employment, will economic crisis be triggered. There are three forms of general competitive strategy (Michael, 2017).

1. Cost leadership strategy
   Cost leadership is a business' ability to produce products or service that will be at a lower cost than other competitors.

2. Differential strategy
   A differential advantage is when a business' products or services are different to its competitors. Michael Porter

3. Focus strategy
   Focus strategy ideally tries to get businesses to aim at a few target markets rather than trying to target everyone. This strategy is often used for smaller businesses since they may not have the appropriate resources or ability to target everyone.
According to Tewodros (2016), there are positive on competition high level and negative on competition low level, as follows:

Positive:
While in circumstances where the organization is operating in highly competitive environment both the top management and subordinates will be very alert on whatever information passed hence making communication very effective.

Negative:
In an environment where competition is less the workers and management become reluctant and less aggressive in their obligations hence making them not take into account whatever information is passed to them.

2.1.2 Conflict
According to Townsend (2009), a wide divergence of opinion exists on the source and effect of conflicts on corporate productivity and the effectiveness of the various strategies available for managing them. It has been argued by some that conflicts are signs of a vibrant organization while others contend it is destructive and capable of retarding stability and profitability of organizations.

Breakwell, (2000), revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organizational conflicts.

Obasan, (2011) observed the general scope of behaviors and attitudes involved in conflict, on the one hand, the confrontation between owners/managers and workers. This is a state of disagreement about a substantive issue or emotional confrontation that can result from anger, distrust, or character conflict. Regardless of the factors contributing to the conflict, it was noted that industrial conflicts had a considerable impact on organizations and should be managed as consciously as possible. To make progress in other areas of work and life, people must cooperate, which is essential to
ensure the accomplishment of tasks and the stability of life. However, it is wrong to conclude that cooperation is good and conflict is bad, because these two concepts are universal and coexist in our social life. Conflict is inevitable because different stakeholders in an organization have different goals, and the absence of conflict means that management emphasizes consistency and stifles innovation.

Obasan, (2011) believes that conflict can be a conflict between people or between groups. Such conflict can occur between supervisors and subordinates or between two individuals at the same level of the organization. Conflicts between groups often occur between two trade unions, between two departments or between managers and workers, while trying to implement policies and programs the organization.

According to Schramm (2016), there are positive on conflict, as follows:

Positive:
1. Conflicts are signs of a vibrant organization.
2. It reflects the incorrect cognition and imperfect scheme, which require people to consider the problem comprehensively and make the decision more thorough.
3. Stimulate competitive and balanced work motivation.

Negative:
1. It leads to the exclusion, antagonism, threat and attack between people, which makes the organization lax and weakens cohesion.
2. Unwilling to obey the command of managers who have conflicts with them, reduce the motivation of work.
3. Undermine the organization's unity and efficiency.

2.1.3 Time management

Neetha (2017) believes that time management skills enable people to effectively organize their work and personal lives. For example, a person who is good at managing time will finish the task before the deadline instead of rushing at the last minute or sacrificing the quality of work. Analyze how you manage your time.
Identify any bad habits or recurring distractions that keep you off track. Then take appropriate steps to eliminate or minimize these problems. For example, avoid checking email or voice messages at work. Bansal & Kumar (2015), Godr Coral (2015) believe that good information transmission timing is always very important. Messages may not be well understood if they arrive to the recipient earlier or later than expected. For example, if the deadline for notification from top management is very close, workers may not welcome it because they may not have enough time to complete it because of their responsibilities.

According to Clayton (2017), there are positive on good timing and negative on poor timing, as follows:

Positive:
1. Adequate time to think about solutions.
2. Efficient quality of work.

Negative:
1. Complete the work with low quality.
2. Imperfect work plan.
3. Have a bad understand of work.

2.1.4 Attitude
Cann (2014) believes that one of the most important steps to maximize your potential in the business world is to learn to monitor your attitude and its impact on job performance, relationships, and everyone around you. We all have a choice. We can choose the inner dialogue of self-encouragement and self-motivation, or the inner dialogue of self-defeat and self-pity. It's a power we all have.

David (2017), if you maintain a positive attitude, it will be contagious, and people around you will accept your positive energy. Everyone in your company will feel positive and clients will want to do the same. Using positive methods, you will feel controlled and confident, you will do your best, while negative methods will damage confidence, impair performance, paralyze your mental skills, and may also affect your
health.

According to Hughes (2009), there are positive on good attitude and negative on bad attitude, as follows:

Positive:
1. Improves Interpersonal Relations
2. Creates a positive environment
3. Increases productivity levels
4. Makes for better leadership skills
5. Improves teamwork
6. Improves decision-making

Negative:
1. Poor Company Morale. It is difficult for otherwise content staff members to maintain positive attitudes when forced to work alongside coworkers who have bad ones.
2. Infectiousness. Unfortunately, a poor attitude can spread like an infectious disease throughout a company.
3. Reduced Productivity. Employees with bad attitudes often perform at a level far below their potential and generally contribute minimally to team productivity.
4. Unfavorable Reputation. In the long run, allowing one bad attitude to exist in the workplace leads to another, and another.

2.1.5 Leadership Style
The research on management practice attaches great importance to the key role of leadership in realizing the vision and mission of the organization, especially in the face of challenges in turbulent times (Chen, 2014). Empirical research has always assumed that leadership is one of the most important factors in organizational success (Bass, 2010). Corresponding Dean & Tjosvold (2004), leadership plays a variety of roles in promoting organizational innovation, and the role of leader is particularly important in influencing creativity and innovation. With appropriate leadership,
successful innovation becomes a realistic and achievable goal; But without it, this challenge may not be surmountable (Dehoogh & Den 2008)

The second part focuses on abnormal leadership because it involves moral issues. The literature in this field mainly focuses on unethical and illegal participation of leaders, because it will affect the working environment of the whole organization (Proyer, Oyler, & Odom, 2013).

The third theme is abuse of power. This theme emphasizes that leaders use their status authority to intimidate (Bai, 2013), bully and harass organizational members, thus leading to a bad organizational atmosphere. The fourth theme is about neglect. It emphasizes that leaders fail to properly pay attention to or ignore serious workplace problems, thus resulting in organizational dysfunction (Bono & Judge 2004).

According to Daniel (2015), there are positive and negative factors on leadership style, as follows:

Positive:
1. Motivation. The motivational factor constitutes one of the most important benefits of good leadership in a workplace or organizational setting.
2. Confidence. The confidence-boosting factor constitutes another very important benefit of good leadership.
3. Harmonization. Great leaders in the workplace or organizational setting can harmonize company or organizational goals with the goals and interests of the individual employees.
4. Enthusiasm. Good leaders in a company or organizational workplace will always demonstrate enthusiasm about the work that they do and about their own place in the company or organization as a leader.

Negative:
1. Hard costs associated with turnover.
2. Poor leaders impact team performance. Employee productivity is going to suffer without good leadership.

3. Employee development suffers with poor leadership.

2.2 Review Of Literature On Dependent Variable

Management Communication

The importance of managers' communication and relationship influence on employees (Pamela, 2011). Researchers report that middle management is the link between an organization and its members at all levels. The value of managers is crucial to the organization when it is admitted that the disconnection between employees and managers at all levels is becoming more and more serious due to ineffective internal communication practices (Bass, 2010).

In the ever-changing business environment, managers must effectively use communication channels and opportunities to continuously transfer organizational direction, strengthen employee knowledge, and consolidate organizational relations and achievements. Pamela, (2011) pointed out the importance of management and supervision relationship in the establishment and maintenance of motivated employee team. Their research shows that managers must consistently strive to achieve three goals in developing relationships with their employees:

1. achievement: purpose, coaching, trust building, and recognition.
2. equity: open communication, performance feedback, and respect.
3. camaraderie: productive relationships and teams.

The three goals of interpersonal relationship development are related to effective communication practice, which can be carried out in two ways -- communication between employees and managers or supervisors, and communication between employees and supervisors. Clatbach (2015) believes that interpersonal relationship construction is a psychological contract in which employees and employers share "unwritten assumptions about the appropriateness and value of social exchange
between them”. Such relationships provide greater open communication opportunities that are reflected in relationships with all stakeholders, including customers, and strengthen loyalty, reputation, and financial interests to the organization.

### 2.3 Previous Research

<table>
<thead>
<tr>
<th>Title, Author, and Year</th>
<th>Variables</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive market for multiple firms and economic crisis. (Kiper et al., 2011)</td>
<td>Independent: Competition level Dependent: Management communication</td>
<td>The researchers used descriptive analysis because it describes and analyzes how this happens. While in circumstances where the organization is operating in highly competitive environment both the top management and subordinates will be very alert on whatever information passed hence making communication very effective.</td>
</tr>
<tr>
<td>Impact Of Conflict Management On Corporate Productivity: An Evaluative Study (Obasan Kehinde, A 2011)</td>
<td>Independent: Conflict Dependent: Management communication</td>
<td>Researchers used quantitative method, survey method, factor analysis method, and questionnaire survey method to conduct a questionnaire survey of bankers. Studies show that conflict is a good symbol in some situations. In other cases, it is a bad symbol. Conflict is always advisable that peace is made as early as possible so as not to affect the operations of the organization.</td>
</tr>
<tr>
<td>The Effect of Time Management. (Neetha, 2017)</td>
<td>Independent: Time Management Dependent: Management communication</td>
<td>It is a quantitative method using investigation and factor analysis. The average analysis results show that managers who want to reduce the pressure level of departments and satisfy customers need to be alert to the warning signals of time management problems and adopt effective methods to deal with these problems. Good timing of the message to be communicated is always very important.</td>
</tr>
</tbody>
</table>

*Source: constructed by researcher*
Continued Table 2.1 Previous Research

<table>
<thead>
<tr>
<th>Title, Author, and Year</th>
<th>Variables</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Importance of Attitude for Business Success (Cann, A., Watson, 2014)</td>
<td>Independent: Attitude Dependent: Management communication</td>
<td>Qualitative description was used in this study. Research shows that attitude or behavior of either the giver or receiver of the information may affect communication. If the receiver of the massage is not willing to receive the message then communication will not take place.</td>
</tr>
<tr>
<td>Dysfunctional Organization: The Leadership Factor (Daniel S. Alemu, 2015)</td>
<td>Independent: Leadership style Dependent: Management communication</td>
<td>The researchers used a quantitative method. The style of leadership being used in the organization is also an influencing factor to communication. An organization that uses authoritative or dictatorship style of leadership may have poor communication</td>
</tr>
<tr>
<td>Middle Management Communication And Interaction Practices And Their Influence On Employee Satisfaction And Motivation ((Pamela Armstrong Arons, 2011).</td>
<td>Independent: The political stability of the nation, availability of technology, economy of the country, competitive level, conflict, poor timing, attitude, leadership style. Dependent: Management communication)</td>
<td>It is a quantitative method using investigation and factor analysis. The average analysis shows that 8 independent influence management communication and how to better use it in the business.</td>
</tr>
</tbody>
</table>

Source: constructed by researcher

2.4 Research Gap

Obviously, good management communication is the foundation of the construction process; However, as Emmitt and Gorse (2013) pointed out, there is little research on communication in the construction industry. However, this field has aroused more and more interest in academic circles in recent years. Some studies have explored the issue of communication, examined the variables of communication, and observed the process of communication and interaction.
In studying the factors that influence project communication, previous studies examined the work of other researchers in exploring the factors that influence communication effect. Some variables related to communication in buildings have been studied at a certain point in time or at another point in time. Guevara (2015) conducted a comprehensive study on communication in organizations and found that all communication factors are interrelated. There are few studies on the relationship between these variables, so it is necessary to review these variables and find out the relationship between them.

Yan, (2006) were conducted a research about analysis of the economic, technology, conflict and attitude of communication in organization. This research used 5 variables, which are the competitive level, conflict, time management, attitude and leadership style. The author researcher used descriptive analysis, because it describes and analysis the condition occurs, while the researcher used quantitative method to analyze the research. Although this research has the same topic, but the scope and the place of this research is not the same. The author research was conducted in English, where the researcher was conducted in Indonesia.

Fang, (2015) used qualitative descriptive to analyze the research. Data collection are through interviews with community leaders and observations to determine the impacts on the political stability of the nation, availability of technology, economy of the country, competitive level, conflict, poor timing, attitude, leadership style. Opposite, researcher used quantitative method and spreading the questionnaire to people who work in PT. China West.

Therefore, this study pays special attention to inter-organizational communication at the organization. Communication among leaders, Chinese employees, Indonesia employees and Chinese Indonesia employees will be studied. Efforts have been put to explore all potential factors influencing project team communication. Aiming to improve the communication effectiveness, the questionnaire survey is carried out to identify the major communication factors and to explore the relationship among the complex communication factors.
In PT. China West have 7 department, which are production department, technology department, material department, marketing department, financial department, human resource department and general office department. Chinese person as the middle managers to manage each department. So this kind of managers are play important role in PT. China West, because middle managers are the bridge between employees and leaders. For HR we know, managers will communicate with employees directly to know about their daily work and work progress. Through communication, managers will understand the difficulties encountered by employees and help them solve problems in a timely manner. Of course, some difficulties cannot be solved by managers and employees, so managers will communicate with leaders and ask them to come up with solutions and make decisions accordingly.

when they have communication, it must be have management between staff and managers. Therefore, how to manage communication is the most important issue between them. There list 8 factors that impact management communication, which means we need to control and grasp that factors will be very helpful to manage the communication. Only when the management communication is done well, the leaders and managers will know the working conditions of employees and the operation status of the company, so that they can better and faster make corresponding corporate strategies. The improvement of communication efficiency between employees and leaders also affects the efficiency of the company's operation, which is interrelated.
CHAPTER III

METHODOLOGY

In this chapter, the researcher does the research on Research Framework (based on research gap), Hypotheses, Operational definitions, Research design and Sampling plan.

3.1 Research Framework

The main purpose of this study is to study the factors that affect the management communication of employees in the PT. China West. Researchers will analyze the impact of competitive level, conflict, time management, attitude and leadership style on management communication. The steps of research framework as Figure 3.1:

<table>
<thead>
<tr>
<th>Identify the problem</th>
<th>↓</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine the theories that would guide the research</td>
<td>↓</td>
</tr>
<tr>
<td>Identify the research questions</td>
<td>↓</td>
</tr>
<tr>
<td>Identify the operational variables</td>
<td>↓</td>
</tr>
<tr>
<td>Design the questionnaire and pretest the survey question</td>
<td>↓</td>
</tr>
<tr>
<td>Conduct validity and reliability test</td>
<td>↓</td>
</tr>
<tr>
<td>Conduct survey question on field</td>
<td>↓</td>
</tr>
<tr>
<td>Analyze data</td>
<td>↓</td>
</tr>
<tr>
<td>Analyze result</td>
<td>↓</td>
</tr>
<tr>
<td>Conclude the recommendation</td>
<td></td>
</tr>
</tbody>
</table>

Figure 3.1 Research Framework

Source: Constructed by Researcher
3.2 Theoretical Framework

The study uses questionnaires to collect the data of the factors influencing what factory influencing management communication. As displayed in figure 3.2, the researcher has independent variables that influence dependent variable.

![Figure 3.2 The Theoretical Framework](source: Pamela, 2011)

3.3 Hypotheses

Hypothesis is a kind of speculative judgment or hypothesis about the relationship between the characteristics of the subject and relevant phenomena. This is a preliminary answer to the question. Since this hypothesis has not been fully proved, it needs to be proved in the research process. (Sugiyono, 2013). Therefore, it is a rational understanding of the phenomena. According to the problem statement in the study, there are 5 independent (competitive level, conflict, time management, attitude and leadership style), 1 dependent of management communication.

The Hypothesis proposed in this research as follows:

1. Hypothesis 1: There is a partial influence of competitive level toward management communication.

2. Hypothesis 2: There is a partial influence of conflict toward management communication.
3. Hypothesis 3: There is a partial influence of time management toward management communication.

4. Hypothesis 4: There is a partial influence of attitude toward management communication.

5. Hypothesis 5: There is a partial influence of leadership style toward management communication.

6. Hypothesis 6: There is a simultaneous influence of political stability of the nation, availability of technology, economy of the country, competitive level, conflict, time management, attitude and leadership style toward management communication.

3.4 Operational Definitions

This research has one dependent variable and five independent variables. The operational definitions can be explained in the following table 3.1:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Operation Definition</th>
<th>Indicator</th>
</tr>
</thead>
</table>
| management communication (Y) | In a changing business environment, managers must effectively use management communication on an ongoing basis to deliver organizational direction, enhance employee knowledge, and consolidate organizational relationships and achievements. (Pamela, 2011). | 1. Verbal communication  
2. Communication channels  
3. Communication efficiency  
4. Language barriers |
| Competitive level (X1)    | Essentially, a long-term competitive market is an extremely complex system that involves random changes in the company. (Pamela, 2011), (Kiper, 2011)                                                                 | 1. Superior leader  
2. Difference competition |
| Conflict (X2)             | Conflicts between teams can either advance the project or hinder its implementation. (Pamela, 2011), (Obasan, 2015)                                                                                                          | 1. Speech  
2. Thought |
| Time Management (X3)      | Time management skills enable people to organize their work and personal lives effectively. (Pamela, 2011), (Neetha, 2017)                                                                                                    | 1. Management style  
2. Schedule |
One of the most important steps you can take to realize your greatest potential in business is to learn to monitor your attitude and its impact on your work performance, your relationships, and everyone around you. (Pamela, 2011), (Cann, 2014)

In the process of promoting organizational innovation, leadership plays multiple roles, and the role of a leader is particularly important in influencing creativity and innovation. (Pamela, 2011), (Odom, 2013)

3.5 Research Design

Research design is the key link in the whole process of research activity design and the guarantee of research quality. Although different types of discipline research have different requirements for design, the existing educational discipline research design mainly includes the following aspects: putting forward research hypotheses, selecting research objects, clarifying research variables, determining research methods, and finally forming research programs (Sugiyono, 2013). In this research, researcher use quantitative research. The variable composes of dependent and independent variable. The dependent variable is management communication, while the independent variables are the political The political stability of the nation, availability of technology, economy of the country, competitive level, conflict, poor timing, attitude and leadership style.

3.5.1 Population

Sugiyono (2012), a descriptive group is a generalization area where researchers learn about objects or objects with certain qualities and characteristics and then draw conclusions. Based on this research, the population is the people who have work in PT. China West, and already work more than half year.

3.5.2 Sampling Method

The sampling technique used by the researchers is known as non-probabilistic
sampling, in which certain people from a population have no chance or possibility of being selected as a sample, (Supranto, 2012). So the researchers used targeted sampling, a technique that determines a sample based on certain considerations and certain criteria. (Sugiyono, 2013). It means in this research, researchers only take valid data, which is from people who already work in PT. China West more than half year. The researcher spread the questionnaire through paper forms to fill the questionnaire.

It means in this research, researchers the company as a whole and 7 departments as a set. Researchers selected representative employees from 7 departments for questionnaire survey. The questionnaire was filled out in paper form. In order to facilitate Indonesian employees to fill in the questionnaire, the Indonesian version of the questionnaire is specially made, because some Indonesian's English level is not particularly good.

3.5.3 Sample Size
Sample size refers to the statistics of a single sample or observation value. The choice of sample size is a key determinant of the project. The size of sampling error has a direct influence on the size of representative samples (Supranto, 2010). The total question in this research is 35 questions, the number of sample sizes taken in this study is 48 respondents. However, the size of the sample set is more than 48 people to reduce the error.

3.5.4 Questionnaire
At the beginning of the questionnaire, the researchers asked six questions about the personal information of the respondents, which includes gender, age, education, how long you have been with the company, position and nationality.

3.6 Research Instrument
The researchers used questionnaires as research tools. The questionnaire used by the researchers was designed and constructed under the guidance of previous studies and literature reviews. The purpose of using the questionnaire survey is to obtain the
required information and support the research. The questionnaire used in this study is a questionnaire with Likert Scales. Likert scale is used to effectively use five-point scale for an accurately and efficiently analyzing (Sekaran & Bougie, 2016). Likert scale five-point scales are ranging from strongly disagrees, disagree, neutral, agree, and strongly agree for the questionnaire value score, is shown on the table 3.2

Table 3.2 Likert Scale

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>5</td>
</tr>
</tbody>
</table>

*Source: Sekaran and Bougie (2016)*

3.7 Data Analysis Method

3.7.1 Pre-test

The validity and reliability of the arranged questionnaires were confirmed by pre-test. Typically, the sample size of the trial is between 15 and 500 people, because these Numbers are representative enough for many researchers. (Sekaran & Bougie, 2013). The pre-test in this research was conducting by distribute the questionnaires directly to 15 respondents in purpose to know whether the question can be used or not for the research.

3.7.2 Validity Test

A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire (Ghozali, 2012). To do the validity test, researchers spread the questionnaire to 15 sample of respondent and using SPSS version 21.0 to conclude the validity of the questionnaire. The significance test is done by degree of freedom (df) = n-2 (15-2=13). If r-value >
3.7.3 Reliability Test
Reliability is a tool for measuring a questionnaire that is an indicator of a variable or construct (Ghozali, 2016). A questionnaire is said to be reliable or reliable if one's answer to a question is consistent or stable over time. The way used to test the reliability of the questionnaire in this study is the Cronbach Alpha (α) statistical scale. According to Garson (2012) criteria assessment reliability test such as:

- A variable is said to be reliable if the value of cronbach alpha (α) > 0.441
- A variable is said to be unreliable if the value of cronbach alpha (α) < 0.441

For measurement reliability, the study uses will use Cronbach Alpha formula, the formula is as follows:

\[
\alpha = \frac{N \cdot \bar{r}}{1 + (N - 1) \cdot \bar{r}}
\]

Where:

\(\alpha\) = instrument reliability’s coefficient
\(\bar{r}\) = mean correlation coefficient between variables
\(N\) = number of question

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>Internal consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(\geq 0.9)</td>
<td>Excellent (High – Stakes testing)</td>
</tr>
<tr>
<td>(0.7 \leq \alpha &lt; 0.9)</td>
<td>Good (Low – Stakes testing)</td>
</tr>
<tr>
<td>(0.6 \leq \alpha &lt; 0.7)</td>
<td>Acceptable</td>
</tr>
<tr>
<td>(0.5 \leq \alpha &lt; 0.6)</td>
<td>Poor</td>
</tr>
<tr>
<td>(\alpha &lt; 0.5)</td>
<td>Unacceptable</td>
</tr>
</tbody>
</table>

Source: (Fang, 2015)

3.8 Analysis Date
3.8.1 Descriptive Analysis
According to Sugiyono (2013), descriptive statistics is a kind of statistics that describes or gives a concept of the status quo of research objects through sample data
or the whole population without analyzing or drawing conclusions applicable to the public. Descriptive statistics include the presentation of data by means of means and standard deviations. The researchers used descriptive statistical methods to present the data in statistical measurement through tables, pie charts, histograms and other methods, making the data easier to read and understand.

1. **Mean**

Mean means the average of the corresponding data. It is the sum of a group of data divided by the number of registered data. The average value will be used to analyze the average value of the data from the respondents' answers. Mean can also be used to classify the classes of each distributed problem and variable. Formula of mean as follow:

\[
M_e = \frac{\sum X_i}{n}
\]

Where:
- \(M_e\) = Mean
- \(\sum\) = Sigma (total)
- \(X_i\) = Value of Sample from i to n
- \(n\) = Number of sample

2. **Standard Deviations**

Standard deviations are the square root of the variance (Sugiyono, 2013). A standard deviation is used to measure risk, which is the large deviation between expected value (mean) and the actual value. The formula of standard deviation:

\[
s = \sqrt{\frac{\sum(x - \bar{x})^2}{n - 1}}
\]

Where:
- \(s\) = Sample standard deviation
- \(n\) = Number of scores in a sample
- \(n-1\) = Degrees of freedom or Bessel’s correction
- \(x\) = Value of a sample
\( \bar{x} \) = Mean or average of the sample

### 3.8.2 Multiple Linear Regressions

Multiple linear regression is an extension of simple linear regression, which studies the quantitative dependence between one dependent variable and multiple independent variables. Multivariate linear regression is to describe the dependence between one dependent variable and multiple independent variables by regression equation, which is called multivariate regression for short. (Malhotra, 2010). Researchers will use multiple regression formulas to assist and support the results between dependent variables and eight independent variables. The mathematical model of multiple linear regression is:

\[
Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon
\]

Where:
- \( Y \) = management communication (Dependent Variable)
- \( \beta_0 \) = Y intercept
- \( \beta_1 - \beta_5 \) = Regression Coefficient for \( X_1, X_2, X_3, X_4, X_5 \)
- \( X_1 \) = Competitive level (Independent Variable)
- \( X_2 \) = Conflict (Independent Variable)
- \( X_3 \) = time management (Independent Variable)
- \( X_4 \) = Attitude (Independent Variable)
- \( X_5 \) = Leadership style (Independent Variable)
- \( \epsilon \) = Random Error

### 3.8.3 Classical Assumption Testing

The classical assumption test is used to determine the accuracy of the data (Sujarweni, 2015). In this research, the classical assumption tests are normality test, multicollinearity test, and heteroscedasticity test.

#### 1. Normality Test

Based on Ghozali (2016) stated that the purpose of normal test is to test whether residual variables in regression model have normal distribution. In this study, by
observing the results of the histogram, the observed data were compared with the
distribution close to the normal distribution, and the normal test was carried out. The
normal distribution takes the form of a straight diagonal line, and the residual data
drawn is compared with the diagonal line. If the residual data distribution is normally
distributed, the line representing the actual data is along the diagonal.

2. Multicollinearity Test
The purpose of multicollinearity test is to test whether the correlation between
independent variables is found in the regression model. The correct regression model
cannot be associated with independent variables. To find the correlation between each
variable, you need to examine the correlation between the value of the variance
inflation factor (VIF) and the tolerance value. According to Ghozali (2016), for the
multicollinearity test the value of tolerance must be close to 1, and the VIF value must
between the value of 1 until 10, then the regression model considered that there are no
multicollinearity between the independent variables.

3. Heteroscedasticity Test
In this study, heteroscedasticity test was used to determine the variance difference
between observed residuals and other observed residuals. If the variance of the
residuals in the data is similar to other data, the data is considered to have covariance.
If the residual variance is different from other observations, the data does not have
heteroscedasticity. For the data to pass heteroscedasticity testing, the researcher will use
scatter plot to examine the heteroscedasticity. For the result to be considered pass the
scatter plot does not show any form of pattern. And the point spread will be random in
between – and Y-axis, thus the researcher will conclude that the observation indicates
homoscedasticity. But, if the point is gathered in between 0 and Y-axis and shows any
sort of pattern, then the observation is considered heteroscedasticity.

3.9 Hypothesis Test
Hypothesis testing is an analysis method in statistics. Analysts test hypotheses about
overall parameters (Jim Frost, 2015). To determine whether there is linear relationship
between X and Y, include two statistical test (F-Test and T-Test). This test will prove which one will be accepted. If Ha is accepted, then Ho is rejected.

**Ho1: β1=0 or If significant value > α, do not reject**  
(There is no significant simultaneously influence of Competitive level on Foreign Direct Investment in China.)

**Ha1: β1≠0 or If significant value < α, reject Ho**  
(There is significant simultaneously influence of Competitive level on management communication.)

**Ho2: β2=0 or If significant value > α, do not reject**  
(There is no significant influence of conflict on management communication)

**Ha2: β2≠0 or If significant value < α, reject Ho**  
(There is a significant influence of conflict on management communication.)

**Ho3: β3=0 or If significant value > α, do not reject**  
(There is no significant influence of time management on management communication.)

**Ha3: β3≠0 or If significant value < α, reject Ho**  
(There is a significant influence of time management on management communication.)

**Ho4: β4=0 or If significant value > α, do not reject**  
(There is no significant influence of attitude on management communication.)

**Ha4: β4≠0 or If significant value < α, reject Ho**  
(There is significant influence of attitude on management communication.)

**Ho5: β5=0 or If significant value > α, do not reject**  
(There is no significant simultaneously influence of leadership style on Foreign Direct Investment in China.)

**Ha5: β5≠0 or If significant value < α, reject Ho**  
(There is significant simultaneously influence of leadership style on management communication.)

**Ho6: β6=0 or If significant value > α, do not reject**  
(There is no significant simultaneously influence of the competitive level,
conflict, time management, attitude and leadership on management communication.)

**Ha6: β6≠0 or If significant value < α, reject Ho**

(There is significant simultaneously influence of competitive level, conflict, time management, attitude and leadership style on management communication.)

### 3.9.1 F-Test

F-test is a statistical test that determines whether two normally distributed populations have the same variance or standard deviation (Jon, August 2006). This is an important part of the analysis of variance (ANOVA).

The formula f-test follow as:

$$F = \frac{\left[R^2/k\right]}{\left[1-R^2\right]/(n-k-1)}$$

*Source: Dr. David Stone & Jon Ellis, August 2006*

Where:

- $F = \text{Test statistic for F distribution}$
- $n = \text{Number of sample period}$
- $k = \text{Number of independent variables in the model}$
- $R^2 = \text{Coefficient of determination}$

For this research, the researcher will use $\alpha = 0.05$ as level of significance. Because the independent variable is more than 1, the following null hypothesis and alternative hypothesis in this research as follow:

1. **Ho**: $\beta_1=\beta_2=\beta_3=\beta_4=\beta_5=0$:

   There is no simultaneous influence of the political stability of the nation, availability of technology, economy of the country, competitive level, conflict, poor timing, attitude and leadership style toward management communication.

2. **Ha**: at least $\beta_a≠0$:
There is a simultaneous influence of the political stability of the nation, availability of technology, economy of the country, competitive level, conflict, poor timing, attitude and leadership style toward management communication.

If the significant value is lower than the significant level of 0.05 (5%), then all the independent variable has a significant impact on the dependent variable. If the significant value is higher than the significant level of 0.05 (5%), then all the independent variable has no significant impact on the dependent variable.

3.9.2 T-Test

T- Test’s is one of determine whether or not the difference between independence variable and dependence variable (William, 2006). The formula of T-Test as follow:

\[
t = \frac{b_j - \beta_j}{Sb_j}
\]


Where:

\[j=1,2,3,4...n\]

bj = estimated coefficient of independent variable

t = the significance of in dividable regression coefficients

\[\beta_j = \text{actual coefficient of independent variable}\]

Sbj = standard error of the regression coefficient

In this research, T-Test will test the significance of constant from each independent variable. If the level of significant is lower than \(\alpha=0,05\), then it is considered that the independent variable does not have any significant influence toward dependent variable, and vice versa. For this research, the indicator for T-test will be:

**H01: \(\beta_1=0\) or If significant value > \(\alpha\), do not reject**

(There is no significant simultaneously influence of Competitive level on Foreign Direct Investment in China.)
Ha1: $\beta_1 \neq 0$ or If significant value < $\alpha$, reject Ho
(There is significant simultaneously influence of Competitive level on management communication.)

Ho2: $\beta_2 = 0$ or If significant value > $\alpha$, do not reject
(There is no significant influence of conflict on management communication)

Ha2: $\beta_2 \neq 0$ or If significant value < $\alpha$, reject Ho
(There is a significant influence of conflict on management communication.)

Ho3: $\beta_3 = 0$ or If significant value > $\alpha$, do not reject
(There is no significant influence of time management on management communication.)

Ha3: $\beta_3 \neq 0$ or If significant value < $\alpha$, reject Ho
(There is a significant influence of time management on management communication.)

Ho4: $\beta_4 = 0$ or If significant value > $\alpha$, do not reject
(There is no significant influence of attitude on management communication.)

Ha4: $\beta_4 \neq 0$ or If significant value < $\alpha$, reject Ho
(There is significant influence of attitude on management communication.)

Ho5: $\beta_5 = 0$ or If significant value > $\alpha$, do not reject
(There is no significant simultaneously influence of leadership style on Foreign Direct Investment in China.)

Ha5: $\beta_5 \neq 0$ or If significant value < $\alpha$, reject Ho
(There is significant simultaneously influence of leadership style on management communication.)

Ho6: $\beta_6 = 0$ or If significant value > $\alpha$, do not reject
(There is no significant simultaneously influence of the competitive level, conflict, time management, attitude and leadership on management communication.)

Ha6: $\beta_6 \neq 0$ or If significant value < $\alpha$, reject Ho
(There is significant simultaneously influence of competitive level, conflict, time management, attitude and leadership style on management communication.)
3.9.3. Coefficient of Determination (R²)

Adjusted R² is used to find out how many independent variables explain the dependent variable or measure the strength of the influence between variables. Suja weni, (2015). Adjusted R - Squared (R²) has a range of values between 0 and 1. The closer to the number 1 then the model can be said the better because independent variables are increasingly able to explain the dependent variable. Conversely, if the value of R² is 0 then the independent variable cannot explain its effect on the dependent variable.

Conclusion of the coefficient of determination is formulated as follows:

\[
R^2 = \frac{ESS}{TSS}
\]

*Source: Jim Frost, 2013*

Description:

R² = Multiple coefficient of determinant, ie the proportion of the dependent variable that can be explained by the independent variable together.

ESS = Explain sum of Squares, or the sum of the squares described or value of the dependence variable is estimated at around the average.

TSS = Total sum of Squares, or the total real value of the dependence variable around the sample mean.

The value of R² can range from 0 to 1 (0\(\leq R^2 \leq 1\)):

1. If the R² close to the 0, it indicates there is low correlation of contribution of independence variable toward dependence variable.
2. If the R² close to the 1, it indicates there is strong correlation of contribution of independence variable toward dependence variable.
CHAPTER IV

DATA ANALYSIS

In chapter 4, focus on descriptive analysis and inferential analysis, to analyze data that during research. And use quantitative research method. In this part, SPSS 21.0 and Microsoft Excel are used to analyze the data of PT China West Development Indonesia employees filling in the management communication questionnaire.

4.1 Descriptive Analysis

4.1.1 Company Profile

1. Company Introduction

China West Construction Group Co., Ltd is a leading comprehensive service provider of building materials industry in China, focusing on concrete and related businesses. Company is by the central committee direct management, the global ranking first investment construction group, the world top 500 enterprises, China state construction engineering corporation to build the first independent public company and concrete business the only development platform, coagulation industry's largest listed companies in China. In 2016, the company produced sales of 38.0687 million cubic meters of concrete, realize the business income is 11.529 billion yuan, comfortably in
the concrete industry in China.

China construction west construction is one of the only concrete enterprises in China whose business covers most of the provinces in the country, enters the overseas market and lays out the whole industrial chain. The main business of the company covers 22 provinces and cities in the major regions of northwest, southwest, northeast, north, central, south, southeast, etc., and follows China building to enter Algeria, Malaysia, Indonesia and other markets.

China construction western construction adhere to the people-oriented, actively promote the talent strategy. CSCEC adheres to the concept of sustainable development and strives to achieve harmonious coexistence with society, environment and stakeholders.

2. Company Vision

Vision Outlines: what we want to see, what we are willing to work for, and what we want to achieve. It answers the question: "where are we going?" For China construction west construction, their vision is to become the world's most competitive construction and real estate conglomerate. We will take advantage of the competitive advantages in the industry to become an industry leader and a mature and stable international enterprise. Internally, we will achieve this by effectively integrating our resources, identifying and creating new growth opportunities, highlighting our management expertise and regional strengths, and fostering synergies and high-quality growth across our business segments. Externally, with keen market judgment and strong development ability, we will adhere to international best practices and perspectives, continue to promote global integration, and achieve excellent internationalization level.

3. Company Mission

Mission: Is the embodiment of our ultimate responsibility. It answers the crucial question of who and why we exist. CSCEC's mission is to "create a happy environment". This means that CSCEC committed to "creating a happy environment"
and creating value for customers. All of CSCEC values are derived from customers' recognition and trust in us, because we believe that customers are best suited to make the final judgment on our corporate values. We will continue to focus on customer needs, exceed customer expectations, to provide systematic construction solutions.

4. Company Core Value
Core values guide behavior. And values answer the question, "what are the core principles of CSCEC value?" The company's core values are "quality assurance and value creation". We are committed to providing high quality services and promoting high performance management. We always emphasize the customer-centered concept, in good faith contract, to ensure the optimization of engineering quality, to create quality of service. We value the development of a "performance culture" as the best way to maximize value and achieve win-win results with stakeholders.

4.1.2 Respondent Profile
In this study, respondent’s profile were collected through a questionnaire to gain insight into characteristics of the respondents. Respondent’s profile is divided into six categories, such as gender, age, education level, position, working time in company and citizenship.

1. Respondents By Gender

![Gender Pie Chart]

*Figure 4.1 Gender Pie Chart*
*Source: Constructed By Researcher*
As shown in the figure 4.1, the respondents of this research are dominating by female as many 6 people or 13%, followed by male as many 42 people or 87%. It indicates that in PT.CHINA WEST, mostly are male to do the work, because this company is building trades, most need man to work.

2. Respondents By Age

![Age Pie Chart](image)

*Figure 4.2 Age Pie Chart*
*Source: Constructed By Researcher*

As shown in the figure 4.2, the results shows that the respondents are dominated from aged 21-30 years old for 98% of 48 people. Then, 1 people or 2% of the respondents are aged 31-40 years old. On other side, for age 41-50 and age >50 years old 0%. Because the young and middle-aged are the main force in the construction industry. It indicates that people from aged 21-30 years old are more critical in observing management communication in this company. And this company's workers almost are young.
3. Respondent’s Educational Level

![Educational Level Pie Chart]

Figure 4.3 Educational Level Pie Chart  
*Source: Constructed By Researcher*

As shown in the figure 4.3, it shows that the education level of respondents are dominant by bachelor degree with the amount of 92% which is 44 respondents, followed with senior high school with total 3 respondents or 6%, others with 1 respondents or 2%. It indicates that bachelor degree respondent’s are more interested in giving opinion, and this company is less need to hire people with higher education. In the recruitment of the company, the personnel involved in the management level will still take into account the employees’ education level and stronger learning and understanding ability.
4. Respondent’s Working Time In Company

As shown in the figure 4.4, the charts show that the working time in company, as we can see, most people are working between 1-3 years, which are 41 people of 85%. Less than 1 year there are 7 people of 15%, most them are intern in this company. Why do not have people work more than 3 years, because this company build in 2017, in Indonesia just have 2 years.

5. Position

Figure 4.5 Position Pie Chart
Source: Constructed By Researcher
As shown in the figure 4.5, as shown in the figure above, the respondents of this research are dominating by material department as 8 people or 17%, followed by technology department as many 21 people or 44%. This department is the core of the company, which accounts for the most personnel. Production department as many 16 people or 33%, marketing department as many 2 people or 4%, office 1 people or 2%. In company, production department have the most staff.

6. Citizenship

![Citizenship Pie Chart]

*Figure 4.6 Citizenship Pie Chart*
*Source: Constructed By Researcher*

As shown in the figure 4.6, the results shows that the respondents are dominated from Chinese people for 6% of 3 people, who are intern. Then others for 13% of 6 people, last are Indonesia, which for 81% of 39. Of course, in local multinational company need to hire most local employee to make sure company can run well. As the same time, need some people understand 2 countries language, company can better communicate with each other. In this company, the main managers are Chinese of 12 people, their performance can not representive this research, so researcher do not research them.
4.1.3 Pre-test

1. Pre-test

Pre-test is done to determine the validity and reliability of the questionnaire that has been arranged. In general, sample sizes for trials are between 15 and 500 respondents, as these numbers are considered representative enough for many researchers (Sekaran & Bougie, 2016). The pre-test in this research was conducting by distribute the questionnaires directly to 15 respondents that from PT. China West in purpose to know whether the question can be used or not for the research. Researcher and use SPSS 21.0 to do validity and reliability test.

2. Validity Test Result

The r-table were used to determine the validity of each statement in the questionnaires. If r-value is higher than r-table it is called that the indicator is declared valid. The researcher spread the questionnaires to 15 respondents for the pretest. By using significant level, (α) = 5% for two-tailed and n= 15 (researcher used 15 respondents as the sample for pre-test). So, Df = n – 2 = 15 – 2 = 13 the r-table for level of significant 5% for 13 is 0.441, researcher use SPSS 21.0 to do validity and reliability test.

The validity test result show on the table 4.1:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Item</th>
<th>R-table (alpha = 5%)</th>
<th>Pearson Correlation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive level</td>
<td>CL1</td>
<td>0.441</td>
<td>0.492</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>CL2</td>
<td>0.441</td>
<td>0.796</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>CL3</td>
<td>0.441</td>
<td>0.798</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>CL4</td>
<td>0.441</td>
<td>0.243</td>
<td>INVALID</td>
</tr>
<tr>
<td></td>
<td>CL5</td>
<td>0.441</td>
<td>0.536</td>
<td>VALID</td>
</tr>
<tr>
<td>Conflict</td>
<td>C1</td>
<td>0.441</td>
<td>0.550</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>C2</td>
<td>0.441</td>
<td>0.238</td>
<td>INVALID</td>
</tr>
<tr>
<td></td>
<td>C3</td>
<td>0.441</td>
<td>0.444</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>C4</td>
<td>0.441</td>
<td>0.339</td>
<td>INVALID</td>
</tr>
<tr>
<td></td>
<td>C5</td>
<td>0.441</td>
<td>0.062</td>
<td>INVALID</td>
</tr>
<tr>
<td>Time Management</td>
<td>PT1</td>
<td>0.441</td>
<td>0.744</td>
<td>VALID</td>
</tr>
<tr>
<td></td>
<td>PT2</td>
<td>0.441</td>
<td>0.516</td>
<td>VALID</td>
</tr>
</tbody>
</table>
The data show that there are some valid and invalid factors in the test questionnaire. The number less than 0.441 represents invalid statements, and number more than 0.441 represents valid statements, with a list of SPSS 21.0 results for validity test.

### 3. Reliability Test Result

For reliability test, this research used Cronbach’s Alpha as a measuring instrument for each variable. If the Cronbach’s Alpha is more than 0.60, the variable is assume reliable (Stone, 2008). Based on the table 4.2 below the entire variable have Cronbach Alpha that is more than 0.60 that means the questionnaire are reliable. The value of Cronbach Alpha in this pre-test is shown on the table 4.2:

#### Table 4.2 Reliability Pre-test Result

```
<table>
<thead>
<tr>
<th>Source: Data Processing Method SPSS 21.0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
</tr>
</tbody>
</table>
```

Source: Data Processing Method SPSS 21.0
The reliability test in this research conducted by using Cronbach’s Alpha in SPSS. Seeing the Cronbach’s coefficient alpha in the table 4.2, which is 0.918 (0.918>0.6), it indicates satisfactory internal consistency reliability. The standard used in this research is 0.6 (Malhotra, 2010).

### 4.1.4 Descriptive Statistic

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>MIN</th>
<th>MAX</th>
<th>MEAN</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>RATE(MC)</td>
<td>33</td>
<td>1</td>
<td>5</td>
<td>4.8636</td>
<td>.22613</td>
</tr>
<tr>
<td>RATE(CL)</td>
<td>33</td>
<td>1</td>
<td>5</td>
<td>4.7727</td>
<td>.25282</td>
</tr>
<tr>
<td>RATE(C)</td>
<td>33</td>
<td>1</td>
<td>5</td>
<td>4.8788</td>
<td>.21760</td>
</tr>
<tr>
<td>RATE(TM)</td>
<td>33</td>
<td>1</td>
<td>5</td>
<td>4.8485</td>
<td>.29275</td>
</tr>
<tr>
<td>RATE(A)</td>
<td>33</td>
<td>1</td>
<td>5</td>
<td>4.8784</td>
<td>.21723</td>
</tr>
<tr>
<td>RATE(LS)</td>
<td>33</td>
<td>1</td>
<td>5</td>
<td>4.3665</td>
<td>.15623</td>
</tr>
<tr>
<td>Valid N(listwise)</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: SPSS 21.0. Constructed by Researcher*

The table 4.3 shows the min and max of the research results, as well as the mean and standard deviation of the research results. Generally speaking, the greater the absolute value of standardization coefficient, the greater the influence of independent variable on dependent variable.

According to table 4.3, the results show that the maximum and minimum values of management communication (MC) are 1.00 and 5.00 respectively, and the mean and standard deviation are 4.86 and 0.22 respectively. Standard deviation shows that the maximum standard deviation is 0.29 of time management (TM). The results show that time management is the key factor affecting management communication.

### 4.2 Analysis of Multiple Linear Regression

For find the correlation between independent variables and dependent variables, this study USES multiple regression formulas to assist and support the results between independent variables and dependent variables. SPSS 21.0 software was used for multiple regression analysis, showing the correlation between variables in this study.

The results are as Table 4.4:
According to the results of table 4.4 significant, there are 5 independent variables that influence the dependent variables. This means that X2, X3 and Y (management communication) have a significant impact. The multiple regression model in the following formula:

$$Y = 4.586 + 0.409X_1 + 0.222X_2 + 0.209X_3 - 0.438X_4 - 0.335X_5$$

Where

Y = Management communication
X1 = Competitive level
X2 = Conflict
X3 = Time Management
X4 = Attitude
X5 = Leadership Style

The results in Table 4.4 show that the significant regression coefficient should be (< 0.05). There are two independent variables that have significant impact on management communication and three independent variables that have no significant impact on management communication. Therefore, the values of X2, X3 X5 are not included.

The multiple linear regression models can be interpreted as follows:
1. The coefficients of CL is 0.409. Meaning: If CL increase 1% and MC increase 40.9%, the relationship significant.

2. The coefficients of C is 0.222. Meaning: If C increase 1% and MC increase 20%, but the relationship not significant.

3. The coefficients of PT is 0.209. Meaning: If PT increase 1% and MC increase 20.9%, but the relationship not significant.

4. The coefficients of A is 0.438. Meaning: If A increase 1% and MC decrease 43.8%, the relationship significant.

5. The coefficients of LS is 0.335. Meaning: If LS increase 1% and MC decrease 33.5%, but the relationship not significant.

4.3 Inferential Analysis

4.3.1 Classical Assumption Test

1. Normality Test

The normality test is used to test the independent variables (X) and dependent variables (Y) on the regression equation, whether the data is normally distributed or not. The data normality can be tested by observing the distribution of data on the diagonals of the histogram. The results can be seen figure 4.7:

![Histogram](image)

*Figure 4.7 Normality Test – Probability Plots

Source: Data Processing Method SPSS 21.0 by researcher*
From the histogram, the data is considered almost follow the bell shape, which means that the data has a normal distribution. If the both the P-Plot and the Histogram are normal, then the research has passed the normality test.

2. Heteroscedasticity Test

Heteroscedasticity test is done to assess whether there is an in equal of the residual for all observations in the linear regression model. Heteroscedasticity can be analyzed from a scatter plot by looking at the diffusion points. If the extension point is not satisfied, the regression model is declared invalid. The results is on the figure 4.8:

![Figure 4.8 Heteroscedasticity Test Result](source.png)

*Source: Data Processing Method SPSS 21.0 by researcher*

According to Figure 4.8, the results shows the pattern is regularly, so there is heteroscedasticity.

3. Multicollinearity Test

This test determines to test whether in regression model found the correlation between independent variables. Based on Susanto (2013), no correlation between independent variables is considered as a good regression model. If the variance expansion factor (VIF) is between 1 and 10, and the tolerance is close to 1.
Table 4.5 Multicollinearity Test Result

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>4.586</td>
<td>1.459</td>
<td>3.143</td>
<td>.004</td>
</tr>
<tr>
<td></td>
<td>RATECL</td>
<td>.409</td>
<td>.130</td>
<td>.458</td>
<td>3.140</td>
</tr>
<tr>
<td></td>
<td>RATEE</td>
<td>.222</td>
<td>.157</td>
<td>.213</td>
<td>1.415</td>
</tr>
<tr>
<td></td>
<td>RATETM</td>
<td>.209</td>
<td>.125</td>
<td>.270</td>
<td>1.673</td>
</tr>
<tr>
<td></td>
<td>RATEA</td>
<td>-.438</td>
<td>.151</td>
<td>-.421</td>
<td>-2.902</td>
</tr>
<tr>
<td></td>
<td>RATELS</td>
<td>-.335</td>
<td>.175</td>
<td>-.322</td>
<td>-1.912</td>
</tr>
</tbody>
</table>

a. Dependent Variable: RATEMC

Source: SPSS 21.0 Constructed by Researcher

From table 4.5 as we can see that the tolerance of each variable is between 0.01 and 1, which shows that there are no multiple collinearity problems in that five factors. For VIF values, all independent variables are greater than 1 and less than 10, so there is no multicollinearity.

4.3.2 Hypotheses Testing

4.3.2.1 T-Test

T-test confirms the significance of independent variables in multivariate regression analysis. T-test is probably the most commonly used statistical analysis method in hypothesis test. In order to explore the factors affecting SP, this paper chooses MC as dependent variable Y, CL as X1, PT as X2, TM as X3, A as X4, LC as X5, which are independent variables, and establishes a multiple regression model. By using t table, df=31 and α = 5% significance level so get 1.696 from T table.
### Table 4.6 T-Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>4.586</td>
<td>1.459</td>
<td></td>
<td>3.143</td>
<td>.004</td>
</tr>
<tr>
<td>RATECL</td>
<td>.409</td>
<td>.130</td>
<td>.458</td>
<td>3.140</td>
<td>.004</td>
</tr>
<tr>
<td>RATEC</td>
<td>.222</td>
<td>.157</td>
<td>.213</td>
<td>1.415</td>
<td>.168</td>
</tr>
<tr>
<td>RATETM</td>
<td>.209</td>
<td>.125</td>
<td>.270</td>
<td>1.673</td>
<td>.106</td>
</tr>
<tr>
<td>RATEA</td>
<td>-.438</td>
<td>.151</td>
<td>-.421</td>
<td>-2.902</td>
<td>.007</td>
</tr>
<tr>
<td>RATELS</td>
<td>-.335</td>
<td>.175</td>
<td>-.322</td>
<td>-1.912</td>
<td>.067</td>
</tr>
</tbody>
</table>

a. Dependent Variable: RATEMC

*Source: SPSS 21.0 Constructed by Researcher*

1. **Competitive Level** (X1)

The significant value of Competitive level is 0.004, which is less than α (0.05). Therefore, there has significant influence towards the management communication. Meaning, H₀₁ is rejected and H₁ is accepted.

2. **Conflict** (X2)

The significant value of Conflict is 0.168, which is more than α (0.05). Therefore, there is no significant influence towards the management communication. Meaning, H₀₂ is accepted and H₂ is rejected.

3. **Time Management** (X3)

The significant value of Time management is 0.106, which is more than α (0.05). Therefore, there is no significant influence towards the management communication. Meaning, H₀₃ is accepted and H₃ is rejected.

4. **Attitude** (X4)

The significant value of Attitude is 0.007, which is less than α (0.05). Therefore, there has significant influence towards the management communication. Meaning, H₀₄ is rejected and H₄ is accepted.
5. Leadership Style (X5)

The significant value of Leadership style is 0.067, which is more than α (0.05). Therefore, there is significant influence towards the management communication. Meaning, H₀₅ is accepted and Hₐ₅ is rejected.

4.3.2.2 F-Test

The acceptance or rejection of hypothesis is described when significant value < 0.05, then the H₀ rejected and Hₐ accepted. Based on the table 4.7, the F-Test results or the significant value is 0.029, which means below 0.05, it means that this research is passed the F-Test. The F test is designed to test whether eight independent variables (political stability of the nation, availability of technology, economy of the country, competitive level, conflict, poor timing, attitude and leadership style), have significant effects on dependent variables (management communication). This also conclude that the hypothesis is accepted as follow:

H₀: There is no simultaneous significant influence of the competitive level, conflict, time management, attitude and leadership style toward management communication.

Hₐ: There is simultaneous significant influence of the competitive level, conflict, time management, attitude and leadership style toward management communication.

The results can be seen on the table 4.7:

Table 4.7 F-Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>.750</td>
<td>5</td>
<td>.150</td>
<td>4.574</td>
<td>.004</td>
</tr>
<tr>
<td>Residual</td>
<td>.886</td>
<td>27</td>
<td>.033</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.636</td>
<td>32</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: RATEMC  
b. Predictors: (Constant), RATELS, RATEA, RATECL, RATEC, RATETM  

Source: SPSS 21.0 Constructed by Researcher

Form table result in Table 4.7, it show the significant value is 0.004, which is less
than 0.05. So conclusion that all of the independent variables (competitive level, conflict, time management, attitude and leadership style) have a simultaneous significant influence towards the dependent variable (management communication).

4.3.2.3 Coefficient Determination (R²)

The Coefficient of Determination test (Adjusted R2) is a test performed to measure the level of the independent variables in influencing the dependent variable. The value of R square can be between 0 and 1 (0 ≤ R² ≤ 1), so adjusting R square is one of the important indicators to measure the effect of the model. The determination coefficient can be used as an indicator of the degree of curve (or line) fitting sample data. The larger of measurement coefficient is, the better the regression effect will be. The R squares calculated by SPSS are shown in Table 4.8.

Table 4.8 Coefficient Determination (R²)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.677(^a)</td>
<td>.459</td>
<td>.358</td>
<td>.18114</td>
<td>.459 Change</td>
<td>4.574</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), RATELS, RATEA, RATECL, RATEC, RATETM
b. Dependent Variable: RATEMC

Source: SPSS 21.0 Constructed by Researcher

According to Kiper (2015), The range of values is (0, 1). The closer to 1, the better the fitting effect; the closer to 0, the worse the fitting effect. From the table 4.8, it can be seen that the adjusted value of R² from this model is 0.358 or 35.8%. It means that independent variables (competitive level, conflict, time management, attitude and leadership style) can explain the change of dependent variables (management communication). The determination of the magnitude coefficient shows that the explanatory rates of competitive level, conflict, time management, attitude and leadership style to management communication are 35.8%, and the remaining 64.2% are affected by other variables not involved in this study.

Therefore, the relationship between independent variables and dependent variables in
this study is lower than the average. The reason for the deviation of data in PT. China West. First, the overseas development time is short. The company has only been established in Indonesia for a short time. Since 2017, it has only two years to develop the market in Indonesia. Second, although all the employees sent from China to work in Indonesia have graduated from universities, most of them do not speak English very well and are not very fluent in communication with Indonesian employees. Third, employees are busy with their work and seldom have free time to learn each country language. Chinese employees can speak Indonesian very limited, and Indonesian employees’ education level are not particularly high, and their English ability is not very well, so it is very difficult for the two sides to communicate. Third, the company's language culture is not perfect, the training course arrangement is very few.

4.4 Interpretation Result

This section will give more in-depth explanation on the result of the hypothesis test results. Due to in PT. China West, the 5 independent of competitive level, conflict, time management, attitude and leadership style have less influence on the management communication depending on variables. This part will explain the data already obtained from the study.

4.4.1 Competitive Level (X1) Towards Management Communication (Y)

The hypothesis result for Competitive level shows has significant influence toward management communication. The statistical analysis of SPSS version 21 supports this hypothesis. The t-test result of competitive level was 3.140, and the significant value was 0.004, which is less than α (0.05). Therefore, there has significant influence towards the management communication. Meaning, H₀ is rejected and H₁ is accepted.

According to Pamela (2011), this factor has a significant impact on management communication. The level of competition is also an external factor that affects communication within an organization (Michael, 2017). Since the company is located
in cikarang area and there have some concrete competitors around, employees are particularly sensitive to the factor of competition in the environment. While some employees have worked in highly competitive environments before, so they think communication is very effective.

4.4.2 Conflict (X2) Towards Management Communication (Y)

The hypothesis result for Conflict shows no significant influence toward management communication. The statistical analysis of SPSS version 21 supports this hypothesis. The t-test result of conflict was 1.415, and the significant value was 0.168, which was higher than 0.05. Therefore, the $H_0$ is accepted and shows that conflict has no significant impact on management communication. According to Pamela (2011), this factor has a significant impact on management communication.

In cases where the superiors are not in good terms with the subordinates then communication becomes a problem, which affects management communication within an organization (Townsend, 2017). But why is the conclusion drawn by the researchers in this paper different from that of previous researchers? According to Obasan (2011), The length of time an enterprise has been established can sometimes indirectly affect employees' complaints and conflicts. Since the company has not been established in the Indonesian market for a long time, only two years, conflicts and contradictions between employees and employees, between managers and employees have not been fully displayed, which also affects the results of this study.

4.4.3 Time Management(X3) Towards Management Communication (Y)

The hypothesis result for time management shows no significant influence toward management communication. The statistical analysis of SPSS version 21 supports this hypothesis. The t-test result of time management was 1.673, and the significant value was 0.106, which was higher than 0.05. Therefore, the $H_0$ is accepted and shows that time management has no significant impact on management communication. According to Pamela (2011), this factor has a significant impact on management communication.
Good timing of the message to be communicated is always very important. (Hatfield, 2005). But why is the conclusion drawn by the researchers in this paper different from that of previous researchers? According to Clayton et al., (2015), good time management ability will affect management communication. Since the company produces concrete, the Marketing Department will immediately notify the production department after receiving the order. This timeliness does not let employees realize that time will affect communication, so it will have an impact on the research results.

4.4.4 Attitude (X4) Towards Management Communication (Y)

The hypothesis result for Attitude shows has significant influence toward management communication. The statistical analysis of SPSS version 21 supports this hypothesis. The t-test result of attitude was -2.902, and the significant value was 0.007, which was less than 0.05. Therefore, the H₄ was accepted and shows that attitude has significant impact on management communication.

According to the Pamela (2011), this factor has a significant impact on management communication. The attitude or behavior of either the giver or receiver of the information may affect management communication. (David, 2017). If the receiver of the massage is not willing to receive the message then communication will not take place. In the same way the sender of the message may not be willing to send the message, for example if the workers are not ready to voice out their side of the story then the management may not be able to know their problems hence ineffective communication.

4.4.5 Leadership style (X5) Towards Management Communication (Y)

The hypothesis result for Leadership style shows not significant influence toward management communication. The statistical analysis of SPSS version 21 supports this hypothesis. The t-test result of leadership style was -1.912, and the significant value was 0.067, which was more than 0.05.
Therefore, the H05 is accepted and shows that leadership style has no significant impact on management communication. According to Pamela (2011), this factor has a significant impact on management communication. According to Pamela (2011), this factor has a significant impact on management communication. But why is the conclusion drawn by the researchers in this paper different from that of previous researchers? The company was founded not long ago, and its management system and leaders were not very perfect. Leaders have yet to create their own set of management models, which has had an impact on the results.
CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion
Specific research of this paper on what factors influence management communication in PT. China West company. According to the analysis and interpretation, it can be concluded that:

1. There has significant influence of competitive level toward management communication.
2. There is no significant influence of conflict toward management communication.
3. There is no significant influence of time management toward management communication.
4. There has significant influence of attitude toward management communication.
5. There is no significant influence of leadership style toward management communication.

5.2 Recommendation

5.2.1 For PT. China West Development Indonesia
Based on the conclusion of this research, the researcher suggests to PT. China West management such as:

1. The company should organize more language training courses. Chinese management should learn English and Indonesian, and Indonesian employees should also learn English. Language should be consistent to reduce misunderstandings.
2. Company leaders should increase the frequency of communication with local employees and reduce unnecessary misunderstandings. For example, the leader holds a meeting once a month to discuss and communicate with local employees about the problems encountered in work and improve the relationship between leaders and employees.
3. Increase various communication channels, such as direct report to hr department, email to company, etc.

5.2.2 For Future Research

Based on the conclusion of this research that has been stated before, there are some suggestions that can be given for future research, such as:

1. The researcher recommends using another multinational company in Indonesia.
2. Using different variables for measure the management communication..
3. Using more local people as the sample of the research.
REFERENCE

Books:


Journals / Thesis / Dissertation:


School of Economics and Business Administration. Chongqing University, Chongqing 400044, China

Michael, K. (2017). Journal of Definition Of Competitive Strategy. PACS numbers: 89.65.-s; 05.30.-d; 03.75.Nt.


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Understanding Analysis of Variance (ANOVA) and the F-test. Minitab Blog Editor 18 May, 2016


Quantitative and Qualitative Research Methods. Read more at: https://www.skillsyouneed.com/learn/quantitative-and-qualitative.html
APPENDICIES

QUESTIONNAIRE

Dear respondent:

Hello everyone, Our name are Cui Kuan and Guo Jinqian, we are student from the President university of Indonesia. At the same time, we are also the members of PT China West Development Indonesia. Now we are at the stage of writing a thesis. Cui Kuan’s focus is on the safety performance of employees in the construction industry. Meanwhile Guo Jinqian’s focus is on the communicate is important skill in work and social. So we made this questionnaire for all of you. We hope that by filling in this questionnaire, Just help us to show your own opinion.

Thanks for your attention and cooperation

Basic Information

1. Please Write Your Name And Put √ In The Appropriate Column To Show Your Choice.

Table 5.1 Appropriate Column

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<th>Gender:</th>
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<th>Female</th>
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</thead>
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<td>31-40</td>
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<td>Bachelor’s degree</td>
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<td>Technology department</td>
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<td>Marketing department</td>
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<td>General Office</td>
<td>Human resources department</td>
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<td>Working time in enterprise:</td>
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<td>1-3 years</td>
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<td>Indonesia</td>
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2. Please Put X In The Appropriate Column To Show Your Choice.

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</tr>
<tr>
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<tr>
<td>A − 4</td>
<td>Agree</td>
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<td>SA − 5</td>
<td>Strongly Agree</td>
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<td>When an organization operates in a highly competitive environment, the information that the superiors convey to the subordinates is very rigorous.</td>
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Table 5.7 Leadership Style

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Table 5.8 Management Communication

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### Table 5.9 R Table

**Critical Values of the Correlation Coefficient**

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(continued)
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