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Analysis Of Effective Communication On Employee Performance Improvement At PT. Kencana Mulia Abadi Sibolga

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ABSTRACT
Analysis of Effective Communication on Employee Performance Improvement at PT. Kencana Mulia Abadi Sibolga. Performance improvement can be achieved through the implementation of effective communication. This study aims to analyze the impact of effective communication on employee performance improvement at PT. Kencana Mulia Abadi Sibolga. The population in this study consists of all employees of PT. Kencana Mulia Abadi Sibolga, totaling 31 individuals, who were also used as the research sample. Based on the research findings, there is a positive relationship between effective communication and employee performance improvement at PT. Kencana Mulia Abadi Sibolga. This is evidenced by the increase in the number of consumers over the past five years, totaling 310 individuals. The study results indicate a positive correlation between effective communication and employee performance at PT. Kencana Mulia Abadi Sibolga, with a correlation coefficient of 0.757, which, when interpreted on a scale, falls into the moderate category. The regression equation obtained is: Y = 12.491 + 0.637X, which demonstrates the influence of effective communication on employee performance. The t-test results show that the proposed hypothesis is accepted, as t-calculated (6.241) > t-table (2.0452). This means that employee performance increases by the regression coefficient/slope (0.573) for every unit increase in the effective communication variable. Meanwhile, the coefficient of determination reveals that effective communication contributes only 57.3% to employee performance at PT. Kencana Mulia Abadi Sibolga, while the remaining 42.7% is influenced by other factors not examined in this study.

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INTRODUCTION

An organization is a social system whose complexity is clearly reflected through its types, hierarchy, structure, and the number of interactions that occur within it. The processes within an organization play a crucial role in achieving an effective organization. One process that constantly occurs in every organization is communication. Through an organization, there is an exchange of information, ideas, and experiences. Given its important role in ensuring the smooth operation of an organization, adequate attention must be given to managing communication effectively. However, the dynamic nature of communication can lead to

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various issues that affect an organization's achievements, especially misunderstandings and conflicts.

Effective communication is the exchange of information, ideas, and emotions that result in a change in attitude, fostering a good relationship between the sender and receiver of the message. The effectiveness of communication can be measured by the extent to which the sender's objective is achieved. When a message is conveyed correctly and accurately according to the sender's intent, it indicates that communication has been effective.

In the context of communication among employees, good communication competence enables employees to perform and develop their assigned tasks more efficiently, ultimately leading to better organizational performance. Conversely, poor communication, resulting from strained relationships, authoritarian or indifferent attitudes, prolonged conflicts, or differences of opinion, can negatively impact work outcomes and productivity.

When discussing employee performance, it is important to recognize the crucial role of leadership in any workplace or career path. Leadership serves as the central and top-level authority that significantly influences and determines the direction of an organization. Every organization strives for continuous and sustainable high performance to achieve its goals and vision, whether in the private or public sector. Employee performance directly impacts productivity, which in turn contributes to a more dynamic, harmonious, aligned, efficient, and effective work system, ultimately leading to increased profits and success for the company.

Improving individual employee performance drives overall human resource performance and provides constructive feedback for behavioral changes, which is reflected in enhanced performance outcomes. Given the strong influence of effective communication on employee performance, the author is interested in conducting research at PT. Kencana Mulia Abadi Sibolga. The choice of PT. Kencana Mulia Abadi Sibolga as the research location is based on its wide operational scope in sales, repair, and spare parts distribution of Honda motorcycles, which requires extensive interaction and direct communication with customers and the community.

METHOD

Research Design

The research design used in this study is a descriptive correlational research design. According to Notoatmodjo (2010:37), descriptive correlational research is a type of research aimed at explaining the relationship between variable X (independent variable) as the influencing factor and variable Y (dependent variable) as the affected factor. In this study, the independent variable is effective communication, while the dependent variable is employee performance. The research was conducted at PT. Kencana Mulia Abadi Sibolga, located at Jalan Sisingamangaraja No. 92, Pancuran Gerobak Subdistrict, Sibolga Kota District.

Population and Sample

1. Population

   According to Sugiyono (2010:80), population is "a generalization area consisting of subjects or objects that have specific qualities and characteristics determined by the

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researcher for study and from which conclusions are drawn." In this study, the population consists of 31 (thirty-one) employees from PT. Kencana Mulia Abadi Sibolga.

2. Sample
   According to Etta Mamang Sangadji (2010:186), a sample is "a portion of the total number and characteristics possessed by the population." Meanwhile, Suharsimi Arikunto (2006:134) states that "if the number of subjects is less than 100, it is preferable to take the entire population as the sample; however, if the number exceeds 100, a sample of 10-15% or 20-25% may be selected." Since the total population in this study is below 100, the author decided to take the entire population of 31 (thirty-one) employees as the sample for this research.

Variables and Indicators

1. Research Variables
   A variable is a concept that has various values. In research, variables are categorized into two types: independent variables (X) and dependent variables (Y).
   a. IndependentVariable(X): Effective Communication Effective communication serves as the independent variable, which is assumed to influence the dependent variable.
   b. Dependent Variable (Y): Employee Performance Employee performance functions as the dependent variable, which is assumed to be influenced by the independent variable.
2. Research Indicators
   Based on the literature review related to effective communication and employee performance, the research indicators can be formulated as follows:
   a. Indicators of Effective Communication Communication indicators determine the effectiveness of communication within an organization. According to A. Sardiman (2005:77), the indicators of communication are:
      1. Communicator
      2. Message
      3. Channel/Media
      4. Communicatee
      5. Feedback
      6. Agreed-upon rules
   b. Indicators of Employee Performance According to Husein Umar (2003:102), there are eight components that serve as indicators for measuring employee performance:
      1. Work quality
      2. Work quantity
      3. Initiative
      4. Honesty
      5. Cooperation
      6. Job knowledge
      7. Responsibility
      8. Punctuality

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Research Instruments

The research instruments used for data collection in this study include the following methods:

1. Observation
   Observation is a method of collecting data through direct observation at the research location. The author conducted three observation sessions at PT. Kencana Mulia Abadi Sibolga.
2. Interview
   An interview is one of the data collection techniques conducted through question-and-answer interactions with individuals who can provide relevant information needed for the research. In this study, the author conducted a direct interview with the Branch Manager of PT. Kencana Mulia Abadi Sibolga.
3. Questionnaire (Survey)
   A questionnaire is a data collection tool that consists of a list of questions, where each question is accompanied by multiple-choice answers provided to respondents selected as the research sample. Based on the research title, the questionnaire includes aspects related to effective communication and employee performance. The total number of questions is 20 items, detailed as follows:
   a. 10 items on effective communication
   b. 10 items on employee performance

Table 2.1 Layout of the Questionnaire

No	Aspect Asked	Indicator	Number of Items	Description
1	Effective Communication (Variable X)	a. Communicator b. Message c. Channel/Media d. Communicatee e. Feedback f. Agreed-upon rules	10 Items	Multiple Choice
2	Employee Performance (Variable Y)	a. Work quality b. Work quantity c. Initiative d. Honesty e. Cooperation f. Job knowledge g. Responsibility h. Punctuality	10 Items	Multiple Choice

Source: A. Sardiman (2005:77) and Husein Umar (2003:102)

The questions in the questionnaire were developed based on the indicators of each variable. Each question consists of five options, with the following assigned scores:

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a. The score for option a is 5.
b. The score for option b is 4.
c. The score for option c is 3.
d. The score for option d is 2.
e. The score for option e is 1.

To classify and interpret the data based on the scores for each aspect, according to Furchan (2000:197), the obtained values can be determined using intervals with the following formula:

Measurement Range
The interval is calculated as follows:
Interval = Number of Categories / Total Score Range
Interval = 55 – 1 / 5 = 0.8

With an interval of 0.8, the rating scale used is as follows:

a. A score between 4.20 and 5.00 is classified as "Very Good".
b. A score between 3.40 and 4.19 is classified as "Good".
c. A score between 2.60 and 3.39 is classified as "Fair".
d. A score between 1.80 and 2.59 is classified as "Poor".
e. A score between 1.00 and 1.79 is classified as "Very Poor".

Data Collection Techniques

The data collection techniques used in this study are as follows:

1. Literature Review
   This method involves studying various sources related to the research topic, including books, scientific papers, and regulations.
2. Field Study
   The field study is conducted through:
   a. Interviews – A data collection method that involves face-to-face question-and-answer interactions with respondents who can provide relevant information.
   b. Questionnaires – A technique for collecting data by distributing a written set of questions to respondents, who are required to provide written responses.

Data Analysis Techniques

This study aims to predict the influence of the independent variable (X) on the dependent variable (Y). The validity of the research results is highly dependent on the measurement tools used. According to Sukmadinata (2006:228), "A measurement tool must meet at least two criteria: validity and reliability." Based on the research objectives and hypotheses, the quantitative descriptive approach is used for hypothesis testing and verification, employing Statistical Package for Social Sciences (SPSS) Version 26 for Windows.

1. Validity Test
   The validity test is a measure of how well an instrument accurately assesses what it is intended to measure. According to Situmorang and Lufthi (2012:75), "A valid instrument means that the measurement tool used to obtain data is valid, meaning it measures what it is supposed to measure." Furthermore, Situmorang and Lufthi (2012:76) explain that validity indicates the extent to which a measurement tool can measure what it intends to measure. To test validity, a correlation analysis is conducted between individual item scores and the total score. According to Azwar (2007:36), "An item score is considered valid if its correlation is ≥ 0.3, indicating good construct validity."
2. Reliability Test
   A measurement tool is considered reliable if, when used multiple times to assess the same phenomenon, it produces consistent results. According to Situmorang and Lufthi (2012:79), "Reliability is an index that indicates the extent to which a measurement tool is trustworthy or reliable." Furthermore, Situmorang and Lufthi (2012:82) explain:
   a. Cronbach's Alpha > 0.8 = Very good/high reliability
   b. 0.7 < Cronbach's Alpha ≤ 0.8 = Good reliability
   c. Cronbach's Alpha < 0.7 = Less reliable
3. Normality Test
   The normality test is conducted to determine whether the data distribution follows a normal pattern. Normality testing is only applied to the dependent variable (Y). Normality testing can be performed using graphical analysis, specifically:
   a. Histogram graph – If the data follows a normal distribution, it forms a bell-shaped curve.
   b. P-P Plot graph – If the data is normally distributed, the points will be evenly distributed along the diagonal line without significant deviations.

   According to Situmorang and Lufthi (2012:89), "Histogram data that follows a normal distribution forms a bell curve, while in a G-G Plot, normally distributed data points do not skew left or right but spread around the diagonal line."
4. Correlation Coefficient Analysis
   To determine the correlation coefficient in this study, SPSS for Windows is used. According to Sugiyono (2012:250), the interpretation of correlation coefficient values is as follows:
   0.80 to 1.000 = Very strong correlation
   0.60 to 0.799 = Strong correlation
   0.40 to 0.599 = Moderate correlation
   0.20 to 0.399 = Low correlation
   0.00 to 0.199 = Very low correlation
5. Simple Linear Regression Analysis
   To examine whether the relationship between the variables is significant, a simple linear regression equation is applied: Y = a + bX

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6. Coefficient of Determination Analysis
   To determine the influence of variable X on variable Y, the coefficient of determination (R^2) is calculated using the following formula: KD = r2 × 100%K
7. Hypothesis Testing (t-Test)
   After determining the correlation coefficient between variable X and variable Y, a hypothesis test is conducted by comparing the t-calculated value with the t-table value. According to Husein Umar (2005:197), If t-calculated > t-table, the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected. If t-calculated < t-table, the alternative hypothesis (Ha) is rejected and the null hypothesis (Ho) is accepted.

RESULTS AND DISCCUSION

Research Data Analysis

Validity Test

The results of the validity test for all items of the variable X (Customer Relationship Management), shown in the Corrected Item-Total Correlation column, indicate that all items have a value greater than 0.300, meaning that all the items are valid. The results of the validity test for variable Y (customer satisfaction) correlate the item scores with the total scores, as follows:

Table 3.2 Validity Item Total Statistics for Variable X

Research Variable	Corrected Item-Total Correlation	r Table	Validity
X1	0.801	0.300	Valid
X2	0.671	0.300	Valid
X3	0.804	0.300	Valid
X4	0.730	0.300	Valid
X5	0.687	0.300	Valid
X6	0.780	0.300	Valid
X7	0.799	0.300	Valid
X8	0.738	0.300	Valid
X9	0.780	0.300	Valid
X10	0.710	0.300	Valid

Source: SPSS Data Processing-26, 2024

Based on the data in the table above, it can be seen that each question item (X1-X10) has a corrected item value of the calculated r greater than 0.300, and to check for external validity, the corrected item total correlation must be greater than the r table value (0.300). Therefore, all items in this variable are considered valid and meet the requirements as a measurement tool for the Effective Communication variable.

Table 3.3 Validity of Employee Performance Question Items

Research Variable	Corrected Item-Total Correlation	r Table	Validity
Y1	0.775	0.300	Valid
Y2	0.548	0.300	Valid

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Research Variable	Corrected Item-Total Correlation	r Table	Validity
Y3	0.494	0.300	Valid
Y4	0.682	0.300	Valid
Y5	0.627	0.300	Valid
Y6	0.507	0.300	Valid
Y7	0.786	0.300	Valid
Y8	0.593	0.300	Valid
Y9	0.539	0.300	Valid
Y10	0.810	0.300	Valid

Based on the data in the table above, it can be seen that for each question item (Y1-Y10), the corrected item values of the calculated r are greater than 0.300. To check for external validity, the corrected item total correlation value must be greater than the r table value (0.300). Therefore, all the question items for these variables are considered valid and meet the requirements as a measurement tool for the Employee Performance variable.

Reliability Test

The results of the reliability test for the Effective Communication and Employee Performance variables can be seen in the following table:

Table 3.4 Reliability Test for Effective Communication and Employee Performance Variables

No	Item	Cronbach's Alpha	Number of Items	Description
1	Effective Communication (X)	0.914	10	Reliable
2	Employee Performance (Y)	0.842	10	Reliable

Normality Test

The data distribution does not violate the normality assumption, as it forms a bell-shaped curve. Therefore, the histogram graph for Effective Communication and Employee Performance variables can be concluded as normal. In the SPSS-26 output for the normal probability plot of regression, the data distribution is seen to be close to the diagonal line in the P-P Plot normal curve, which indicates that the data follows a normal distribution.

Correlation Coefficient

To determine if there is a correlation between effective communication (variable X) and employee performance (variable Y), the values from the table above can be entered into the SPSS Windows Version 26 program, with the following output:

Table 3.5 Correlation Coefficient Output

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1 (Constant) Effective Communication	12.491	3.886		3.214
	0.637	0.102	0.757	6.241

To determine the strength of the correlation coefficient, the calculation above yields a correlation coefficient of 0.757, indicating that there is a relationship between effective

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communication (variable X) and employee performance (variable Y). This relationship is categorized as a strong correlation.

Coefficient of Determination

To determine the extent of the impact of effective communication on employee performance at PT. Kencana Mulia Abadi Sibolga, the following results can be seen from the SPSS Windows 26 output:

Table 3.6 Coefficient of Determination Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.757a	0.573	0.558	5.750

a. Predictors: (Constant), Effective Communication

From the calculation above, the coefficient of determination is obtained as 57.3%, meaning that 57.3% of the variation in the dependent variable (employee performance) is determined by the independent variable (effective communication), while the remaining 42.7% is influenced by other factors not discussed by the author.

Simple Linear Regression

Next, to determine the effect between variables X and Y, a simple linear regression calculation was performed using the SPSS 26 Windows program output as follows:

Table 3.7 Regression Coefficients Output

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error		Beta	
1	(Constant)		12.491	3.886	3.214
	Effective Communication	0.637		0.102	0.757

a. Dependent Variable: Employee Performance

From these calculations, the regression equation can be obtained as follows: Y = 12.491 + 0.637 X. This means that the effect on the dependent variable (employee performance) is determined by the independent variable (effective communication) with a regression coefficient of 0.637 or 63.7%. This indicates that if one unit is added to variable X (effective communication) or a specific value is added, the increase in the dependent variable Y (employee performance) will be 0.637 times the regression coefficient.

Hypothesis Testing

To find the calculated t-value in order to determine whether the proposed hypothesis is rejected or accepted, it can be done using the following steps:

a. Compare the calculated t-value with the t-table value with the following conditions
b. If the calculated t-value is greater than the t-table value or the significance value is below the α level of 5%, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected.
c. If the calculated t-value is smaller than the t-table value or the significance value is above the α level of 5%, the alternative hypothesis (Ha) is rejected, and the null hypothesis (Ho) is accepted.

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1. Find the degrees of freedom (df), which is calculated as df = 2, in this case, n = 31, so df = 31 - 2 = 29.
2. After the df is known, the t-table value (which can be found in the t-table) for df = 29 at a significance level of 0.05 is 2.045.

Next, compare the calculated t-value with the t-table value. After the comparison, it was found that the calculated t-value is greater than the t-table value, or 6.241 > 2.045, and the significance value of 0.000 is below α 5%, so the alternative hypothesis (Ha) is accepted.

CONCLUSION

The results of the instrument testing (questionnaire test) showed that the corrected item-total correlation values were above the table r value of 0.300, meaning that all the items of the two variables' questions are considered valid, thus meeting the criteria as measurement tools for the variables of effective communication and employee performance. The results of the reliability testing showed that the obtained Cronbach's Alpha values were above 0.8, namely 0.914 for the effective communication variable and 0.842 for the employee performance variable, indicating that all measurement tools used have very good reliability and meet the required standards. The results of the normality test with a histogram in the shape of a bell curve and a standardized residual normal PP plot show that all data residual points for consumer payment awareness and water rates on the scatter plot follow the data along the diagonal line. Additionally, the Kolmogorov-Smirnov statistical test shows that the obtained Z value of 0.175 is smaller than the Z value for a 5% significance level (1.97), and the probability value of 0.066 is above 0.05. Therefore, it can be concluded that both data variables follow a normal distribution. Based on the correlation coefficient obtained (0.757), it can be said that there is a moderate and positive relationship of 0.757 between effective communication and employee performance at PT. Kencana Mulia Abadi Sibolga. The regression equation obtained is Y = 12.491 + 0.637 X, which indicates that the effect of effective communication in improving employee performance will increase by the coefficient (0.637) when the effective communication variable is increased by one unit. Based on the coefficient of determination analysis, the obtained value of 0.573 (57.3%) means that the model explains 57.3% of employee performance through the effective communication variable at PT. Kencana Mulia Abadi Sibolga, while the remaining 42.7% is explained by other variables not included in the model. Based on the hypothesis testing done by comparing the calculated t-value with the t-table value, it was found that the calculated t-value (6.241) is greater than the t-table value (2.045), and the significance value (0.000) is below α 5%. Since the calculated t-value is greater than the t-table value, it can be concluded that there is a significant effect of effective communication on employee performance at PT. Kencana Mulia Abadi Sibolga, and the proposed hypothesis is accepted.

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