



THE INFLUENCE OF COMMUNICATION ON EMPLOYEE PERFORMANCE PT HERONA EXPRESS SOUTH TANGERANG

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ABSTRACT

The purpose of this research is to determine Communication on Employee Performance at PT Herona Express Tangerang Selatan.

The research method used in this research is descriptive with a quantitative approach. The sampling technique used saturated samples so that the number of samples in this study was 50 respondents. Data analysis technique using multiple regression.

The research results show that: There is a positive and significant influence of the Communication variable on the employee performance of PT Herona Express Tangerang Selatan. This is proven by the value of $t_{count} > t_{table}$, namely $5.394 > 2.010$ with a probability value (significance) = 0.000, which is below 0.05.

Keywords: *Communication and Performance.*

I. INTRODUCTION

A. Research Background

Human resources have an important role in an organization, with good performance results from its employees, the objectives of the company will run well and effectively in accordance with what has been previously formulated. In an organization, not all performance produced by employees gets good results, because the work level of each employee is different. The employees have their own way to improve their respective work performance. For example, in communicating in order to exchange opinions between all employees and their superiors.

Communication is very important to establish a cooperative relationship between employees and employees, employees and their superiors and communication has a very big influence in achieving the goals of the company. Communication allows every employee in the company to help each other and interact with each other. Communication will be successful if the sender of the message and the recipient of the message can both reach the same understanding and conclusion as intended, about what was actually informed. For this reason, communication skills are needed in a company for the smooth running of its activities.

Nurmasari (2015) communication is defined as the process of transferring ideas or information from one person to another. Communication has an understanding not only in the form of words conveyed by someone but has a broader sense such as facial expressions, intonation, and so on.

No individual, group, or organization can survive without a variety of information among employee members. Communicating is more than just conveying meaning, but that meaning must be understood. Therefore, communication must include both the transfer and understanding of meaning where the receiver can understand what the sender means.

A leader of an organization can give work orders or tasks to his subordinates verbally or in writing. Work orders delivered orally include the delivery of business messages by telephone, meetings, briefings. Business messages in writing include meeting summaries, work reports, work assignment letters, letters ordering goods, announcement letters, work contract letters.

From the above understanding, it can be concluded that this communication can affect the performance of employees in a company, from improper communication that will interfere with activities in the company.

PT Herona Express South Tangerang is a company engaged in the delivery of goods and documents located in South Tangerang, South Tangerang. This company expects its employees to do their work in accordance with what is desired and work well to achieve company goals. Communication must be upheld in a company organization, because without the support of good communication it is difficult for the company to realize the goals of the company. Therefore, a leader must be able to try so that employees can have good communication.

Communication problems on performance are very influential in a company, the problems that often occur in this company are field sections such as between fellow courier employee members, drivers and customer service

employees, the occurrence of communication experienced by fellow employees tends to arise easily rather than overcome it.

The flow of communication that occurs in this company is lateral communication, meaning that the flow of messages that occurs between fellow employees or members to members. Communication problems that are often encountered in the field section, namely between courier staff and drivers in the city in general, misunderstanding in the delivery of information, lack of understanding of the information conveyed and impoliteness in speaking good and correct language, usually they use a special language used such as their respective regional languages and not all employees understand what is conveyed, this is what triggers misunderstanding of interpretation and creates unwanted conflicts.

To overcome communication problems, a management role is needed because the impact of the lack of good communication will have an impact on employee performance in the company decreasing.

With the explanation above, phenomena related to communication can be presented, among others:

1. Ineffectiveness of communication between fellow employees so that it has an impact on misunderstandings in carrying out the assigned tasks and has an impact on employee performance which decreases.
2. The occurrence of misunderstandings between fellow employees resulting in conflict.
3. The occurrence of communication experienced by fellow employees tends to arise more easily.

With this, the number of employees at PT Herona Express South Tangerang who will be sampled by researchers can be presented as in table 1 as follows:

Table 1
Employee Data Based on Position in 2023
At PT Herona Express South Tangerang

No	Name	Total
1	Driver	28
2	Courier	22
Total		50

Source: HRD PT Herona Express South Tangerang

Based on table 1 above, it can be seen that employees in 2023, namely employees in the Driver Staff section totaling 28 employees and employees in the Courier Staff section totaling 22 employees.

Then the performance data generated at PT Herona Express South Tangerang in the last 3 years can be presented in the form of a percentage of delivery of goods to the recipient of the goods as in table 2 as follows:

Table 2
Data on the percentage of delivery of goods to the recipient of goods at
PT Herona Express South Tangerang

No	Year	Percentage
1	2022	94%
2	2021	95%
3	2020	98%

Source: HRD PT Herona Express South Tangerang

Based on table 2 above, it can be seen that the percentage of goods delivered to the recipient in 2022 is 94% of the goods sent to the recipient's hands, and the remaining 6% are goods with incomplete addresses, inactive cellphone numbers and damage to the goods during delivery. In 2021, 95% of the goods sent to the recipient's hands, and the remaining 5% are goods with incomplete addresses, inactive cellphone numbers and damage to the goods during delivery. And in 2020, 98% of the goods sent to the recipient's hands, and the remaining 2% are goods with incomplete addresses, inactive cellphone numbers and damage to the goods during delivery. From the table above, it can be seen that there is an increase in the percentage of delivery of goods to the recipient of goods.

To find out how communication affects employee performance, the authors intend to conduct research on this matter, especially on field section employees who work at PT Herona Express South Tangerang with the title **“The Effect of Communication on Employee Performance of PT Herona Express South Tangerang”**.

B. Research Background

Based on the background of the problem, problem identification and problem boundaries, the researcher formulates the problem as follows: **“Is there an effect of communication on the performance of employees of PT Herona Express South Tangerang?”**.

C. Research Objectives

The purpose to be achieved in this study is to determine the effect of communication on the performance of employees of PT Herona Express South Tangerang.

II. LITERATURE REVIEW

A. Performance

According to Mangkunegara (2017) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Rivai (2016) suggests that performance is a real behavior that everyone displays as a work achievement produced by employees in accordance with their role in the company. Employee performance is the result of the work achieved by a person in carrying out the tasks assigned to him to achieve work targets (Sumarmi, 2023). Employee performance is a measure of how human resources in a company have played a role or not on the organization's progress. The potential of human resources who

perform well determines the success of the company. To achieve the best performance, of course, the need for directed human resource management through various policies that can adjust the mutual interests between employees and the company. In addition, employee performance will be good with the awareness and sincerity of employees as individuals in carrying out their duties and responsibilities (Ramdhan & Ridwan, 2023).

According to Kaswan (2012) there are many signs that indicate performance problems in the company, some of which are: a) Non-fulfillment of performance standards, b) Improper deadlines, c) Poor organization, d) Many absences, e) Many delays, f) Many customer complaints, and others.

The dimensions and indicators of performance according to Mangkunegara (2017) are as follows:

1. Work Quality

Quality of work based on standards set by agency or company policy, so it can usually be measured through the accuracy, accuracy, skill and success of work by an employee.

2. Work Quantity

The amount of work results in accordance with the time available. So what a company needs to pay attention to is not routine results but rather how quickly the work can be completed by employees.

3. Consistency

The determination of employees in carrying out the job description in accordance with what the company ordered.

4. Cooperation

Is an evaluation of active work behavior with all abilities and expertise to support each other in the work team in order to obtain maximum work results.

5. Attitude

Employee behavior towards the company or superiors and friends.

B. Communication

Mariani & Sariyathi (2017) explain communication as a process in conveying intentions or messages carried out directly or indirectly from one person to another. In addition, the definition of communication is a process of conveying information or ideas in the form of instructions and work orders by leaders to their employees in order to perform their work duties properly.

Communication is an activity of exchanging information, opinions, ideas, and instructors with certain, and is done both impersonally and personally using signals or symbols (Burhanuddin & Tokang, 2024). Communication involves a person's actions in conveying ideas or messages addressed to other parties, aiming for the application and implementation by the other party so that the previous expected goals can be achieved (Mustofa & Manafe, 2023).

The importance of communication within the company is that in doing the work among fellow employees require effective communication in order to understand the messages about a job, a message about the work to be disseminated then surely such information would have to walk to follow a path from the leadership to its employees or vice versa and also among employees,

communication that occurs in an organization will also affect the activities of the organization, such as work efficiency, employee satisfaction and others (Rusilowati & Ramdhan, 2016).

From the definition of communication according to several experts, it can be concluded that communication is where every individual, organization and society can obtain information through conversations or talks or gestures. In understanding communication, we must understand what are the indicators in achieving effective communication. Indications of communication to be effective, there are several indicators of communication according to (Aw, 2018), namely:

1. Understanding, conveyed about the ability to solve the message conveyed carefully by the communicator.
2. Pleasure, after the communication process, in addition to successfully conveying information, it can also be carried out in a pleasant atmosphere to the two parties. The purpose of the message, will discuss questions about relationships, but also support each other to have a pleasant relationship to foster human relationships.
3. Influence on attitude, when communicating with someone receiving a message then his attitude changes according to the meaning of the message. The act of influencing others is part of daily office life. Trying to get others to like and trying to get others to think positively.
4. Improved relationships, improved in the communication process which effectively unintentionally increases the level of interpersonal relationships. In offices, it often happens that communication is carried out not to convey information or temporarily influence attitudes, but sometimes there is an implicit intention on the contrary, namely to foster good relations.
5. Action, that both communicating parties take action in accordance with the communicated message.
6. Obstacles, anything that hinders or interferes with the achievement of effective communication.

III. RESEARCH METHODOLOGY

A. Research Scope

The object and locus of the research are employees of PT Herona Express South Tangerang, which is located at Jalan Siliwangi Number 8, Benda Baru Village, Pamulang District, South Tangerang City, Banten, 14518. This research was conducted from January 2023 to June 2023. What will be discussed in this study focuses on issues regarding communication and its influence on the performance of employees of PT Herona Express South Tangerang.

B. Population and Sample

According to Ramdhan (2021) population is like an organism, while the sample is an integral organ of the population. The sample must be able to represent the characteristics of the entire population. In other words, population and sample are two hails that are interrelated and inseparable. In this study, the population was all employees at PT Herona Express South Tangerang totaling 50 people. The research conducted is population research because the object to be studied amounts to less than 100, namely 50 employees at PT Herona

Express South Tangerang. If the population is less than 100 it is better to take all so that the research is population research (Arikunto, 2021).

C. Research Type

This research was conducted using quantitative research methods. Quantitative research methods are systematic investigations of a phenomenon by collecting data that can be measured using statistical, mathematical, or computational techniques (Ramdhan, 2021). This research is shown to describe or describe existing phenomena, both natural and human-made. Quantitative Descriptive Research describes its study using a measure of number, or frequency (Sukmadinata, 2019).

This research consists of many forms, both surveys, experiments, correlations, and regressions. This research is intended to test hypotheses using statistical calculations, this research is used to test the effect of communication (X) on the performance (Y) under study. By using this research method, it will be known the significant influence between the variables studied so as to produce conclusions that will clarify the description of the object of research.

IV. Research Result

A. Data Analysis

1. Instrument Validity and Reliability Test

a. Validity Test

1) Communication Variable

Table 3
Validity Test X

statement	Communication (X)		
	r count	r table n = 50	Description
Item1	0.443	0.279	Valid
Item2	0.464	0.279	Valid
Item3	0.416	0.279	Valid
Item4	0.576	0.279	Valid
Item5	0.545	0.279	Valid
Item6	0.490	0.279	Valid
Item7	0.642	0.279	Valid
Item8	0.590	0.279	Valid

Source: SPSS Data Processing version 24

Based on the table above, it can be seen that for each statement on the Communication variable (X) all items are proven valid, because the resulting r_{count} value is greater than the existing r_{table} value for $n = 50$, namely 0.279.

2) Performance Variable

Table 4
Uji Validitas Y

statement	Communication (X)		
	r count	r tabel n = 50	description
Item1	0.533	0.279	Valid
Item2	0.579	0.279	Valid
Item3	0.433	0.279	Valid
Item4	0.620	0.279	Valid
Item5	0.593	0.279	Valid
Item6	0.691	0.279	Valid
Item7	0.694	0.279	Valid
Item8	0.559	0.279	Valid

Source: SPSS Data Processing version 24

Based on the table above, it can be seen that for each statement on the Communication variable (X) all items are proven valid, because the resulting r_{count} value is greater than the existing r_{table} value for $n = 50$, namely 0.279.

b. Reliability Test

1) Communication Variable

Table 5
Reliability Test X
Reliability Statistics

Cronbach's Alpha	N of Items
.619	8

Source: SPSS Data Processing version 24

From the table above, it can be seen that the Communication variable is said to be reliable, because the Cronbach's Alpha value is greater than the r_{table} , namely $0.619 > 0.600$ with the provisions of $N = 8$ at a significant level of 5%.

2) Performance Variable

Table 6
Reliability Test Y

Reliability Statistics	
Cronbach's Alpha	N of Items
.722	8

Source: SPSS Data Processing version 24

From the table above, it can be seen that the Employee Performance variable is said to be reliable, because the Cronbach's Alpha value is greater than the r_{table} , namely $0.722 > 0.600$ with the provisions of $N = 8$ at a significant level of 5%.

2. Correlation Coefficient Test

Table 7
Correlation Coefficient Test X₂
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614 ^a	.377	.364	2.083

a. Predictors: (Constant), COMMUNICATION

Source: SPSS Data Processing version 24

Based on the table above, the number R (correlation coefficient) is 0.614. This shows that there is a sufficient or moderate relationship between Communication and Employee Performance of PT Herona Express South Tangerang.

3. Determination Coefficient Test

Based on table 7, the R² (R Square) value is 0.377. This shows that 37.7% of communication has contributed to the influence on the Employee Performance of PT Herona Express South Tangerang, while the remaining 43.7% is influenced by other variables not examined in this study.

4. Hypotesis Test

Table 8
Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	12.509	4.091		3.058	.004
	COMMUNICATION	.628	.116	.614	5.394	.000

a. Dependent Variable: PERFORMANCE

Source: SPSS Data Processing version 24

Based on the table above, the simple linear regression equation is as follows: **Y = 12.509 + 0.628 X**, can be explained as follows:

- The intercept constant value of 12.509 is a constant (a). Stating that if $X = 0$, then the value of $\hat{Y} = 12.509$.
- The regression coefficient value of the Communication variable on performance is 0.628. This means that if Communication increases by 1 unit, it will increase performance by 0.628.

The hypothesis in this study was tested using the t test. If you pay attention to the results of the table above, the t_{count} value for the Communication variable (X) on Employee Performance (Y) is 5.394, while the t_{table} value for $n = 50$ is 2.012. So because the value of $t_{\text{count}} > t_{\text{table}}$, namely $5.394 > 2.012$. The probability value (significance) = 0.000, which is below 0.050.

Thus H_a is accepted, it can be concluded that there is a positive and significant effect of Communication (X) variables on Employee Performance of PT Herona Express South Tangerang.

B. Discussion

According to Himstreet and Batty in (Irwansyah, 2017), said that: "Communication is a process of exchanging information between individuals through a common system, either by symbols, signals, or behavior and actions".

According to Kaswan (2019) there are many signs that indicate performance problems in the company, some of which are: a) Non-fulfillment of performance standards, b) Improper deadlines, c) Poor organization, d) Many absences, e) Many delays, f) Many customer complaints, and others.

There is a positive and significant effect of the Communication (X) variable on Performance (Y), the value of R^2 (R Square) is 37.7%, obtained the number R (correlation coefficient) of 0.614. This is in line with research conducted by Dimas Okta Ardiansyah (2016) entitled The Effect of Communication on Employee Performance Mediated by Job Satisfaction (Study on the Production Section of the Paper Mill PT Setia Kawan Makmur Sejahtera Tulungagung) with the results of research showing Communication has a positive and significant effect on the performance of employees of PT Setia Kawan Makmur Sejahtera Tulungagung.

V. CLOSURE

A. Conclusion

Based on the problems that have been formulated, the results of the analysis and hypothesis testing that has been carried out in the previous chapter, it can be concluded that there is a positive and significant effect of communication variables on employee performance of PT Herona Express South Tangerang, this is evidenced by the value of $t_{count} > t_{table}$, namely $5.394 > 2.012$, the value of R^2 (R Square) of 0.377 which means that communication has an influence contribution of 37.7% to employee performance and obtained the number R (correlation coefficient) of 0.614 which means communication has a correlation at a sufficient or moderate level with employee performance.

B. Suggestion

Based on the above conclusions, suggestions can then be proposed which are expected to be useful, including:

1. For the Academy

This can be used as a reference for further research to develop this research by considering variables outside the variables that have been included in this study. Such as motivation, discipline, organizational culture, and others.

2. For the Company

The problem that occurs in companies, namely with low respondent responses to communication, is employee culture so that it needs to be considered so that the proposed performance increases. It is hoped that PT Herona Express South Tangerang can maintain and improve communication between employees and leaders. Communication is important in an agency or company. Therefore, the agency or company must maintain communication and anticipate any communication breakdown that occurs in it.

3. For Researchers

For further research, it is hoped that this research will become a reference related to the title of the influence of communication on the performance of employees of PT Herona Express Indonesia.

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