

## ***The Influence of Organizational Communication and Work Motivation on Employee Performance***

### **Pengaruh Komunikasi Organisasi dan Motivasi Kerja Terhadap Kinerja Karyawan**

**Fiqri Ikbal Namaradzani<sup>1\*</sup>, Asep Jamaludin<sup>2</sup> and Nandang<sup>3</sup>**

Management Study Program, Faculty of Economics and Business, Universitas Buana Perjuangan  
Karawang<sup>1,2,3</sup>

[Mn18.fikrinamaradzani@mhs.ubpkarawang.ac.id<sup>1</sup>](mailto:Mn18.fikrinamaradzani@mhs.ubpkarawang.ac.id), [asepjamaludin@ubpkarawang.ac.id<sup>2</sup>](mailto:asepjamaludin@ubpkarawang.ac.id),  
[nandang@ubpkarawang.ac.id<sup>3</sup>](mailto:nandang@ubpkarawang.ac.id)

#### **ABSTRACT**

*The purpose of this study was to determine and analyze 1) The effect of Organizational Communication on Employee Performance in the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang, 2) The influence of Work Motivation on Employee Performance of the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang, 3) The Effect of Organizational Communication and Work Motivation on Employee Performance of the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang. The method used in this research is an explanatory survey method with a population of 134 employees and a sample size of 90 respondents, while the analytical tools used are multiple regression analysis, coefficient of determination, hypothesis testing and significance testing. The results of this study found that organizational communication has a significant positive effect on the performance of employees of the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang. Work motivation has a significant positive effect on the performance of employees of the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang. Organizational communication and work motivation together have a significant positive effect on the performance of employees of the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang. Further research is recommended to consider other variables that can affect employee performance besides organizational communication and work motivation. In the future, it can add independent variables such as leadership style, work environment. In addition, it can increase the research subject to all employees at PT Pindo Deli Pulp And Paper Mills Karawang, not only the finished goods section. Because organizational communication affects employee performance at PT Pindo Deli Pulp And Paper Mills Karawang with a positive relationship direction, the company must ensure that information about the vision, mission and goals of the organization is clear and accessible to all employees. Provide a transparent forum or communication channel to convey organizational information to all members. Work motivation has a significant positive effect on the performance of employees in the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang, so companies must adopt a holistic approach that involves various aspects of employee work life. Recognize individual needs and desires while maintaining fairness and transparency.*

**Keywords:** Organizational Communication, Work Motivation, Employee Performance

#### **ABSTRAK**

Tujuan dari penelitian ini adalah untuk mengetahui dan menganalisis 1) Pengaruh Komunikasi Organisasi terhadap Kinerja Karyawan bagian barang jadi PT Pindo Deli Pulp And Paper Mills Karawang, 2) Pengaruh Motivasi Kerja terhadap Kinerja Karyawan bagian barang jadi PT Pindo Deli Pulp And Paper Mills Karawang, 3) Pengaruh Komunikasi Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan bagian barang jadi PT Pindo Deli Pulp And Paper Mills Karawang. Metode yang digunakan dalam penelitian ini adalah metode explanatory survey dengan jumlah populasi sebanyak 134 karyawan dan jumlah sampel sebanyak 90 responden, sedangkan alat analisis yang digunakan adalah analisis regresi berganda, koefisien determinasi, uji hipotesis dan uji signifikansi. Hasil penelitian ini menemukan bahwa komunikasi organisasi berpengaruh positif signifikan terhadap kinerja karyawan bagian barang jadi PT Pindo Deli Pulp And Paper Mills Karawang. Motivasi kerja berpengaruh positif signifikan terhadap kinerja karyawan bagian barang jadi PT Pindo Deli Pulp And Paper Mills Karawang. Komunikasi organisasi dan motivasi kerja secara bersama-sama berpengaruh positif signifikan terhadap kinerja karyawan bagian barang jadi PT Pindo Deli Pulp And Paper Mills Karawang. Penelitian selanjutnya disarankan untuk mempertimbangkan variabel lain yang dapat mempengaruhi kinerja karyawan selain komunikasi organisasi dan motivasi kerja. Kedepannya dapat menambah variabel independen seperti gaya kepemimpinan, lingkungan kerja. Selain itu, dapat menambah subjek penelitian menjadi seluruh karyawan di PT Pindo Deli Pulp And Paper Mills Karawang, tidak hanya bagian barang jadi saja. Karena komunikasi organisasi berpengaruh terhadap kinerja karyawan di PT Pindo Deli Pulp And

Paper Mills Karawang dengan arah hubungan yang positif, maka perusahaan harus memastikan bahwa informasi mengenai visi, misi, dan tujuan organisasi jelas dan dapat diakses oleh seluruh karyawan. Menyediakan forum atau saluran komunikasi yang transparan untuk menyampaikan informasi organisasi kepada seluruh anggota. Motivasi kerja berpengaruh positif signifikan terhadap kinerja karyawan bagian barang jadi PT Pindo Deli Pulp And Paper Mills Karawang, maka perusahaan harus mengadopsi pendekatan holistik yang melibatkan berbagai aspek kehidupan kerja karyawan. Mengenali kebutuhan dan keinginan individu dengan tetap menjaga keadilan dan transparansi.

**Kata Kunci:** Komunikasi Organisasi, Motivasi Kerja, Kinerja Karyawan

## **1. Introduction**

Along with the times the human mindset must change and must innovate, companies really need employees who are competent in communicating. Good communication will provide good interaction success in creating a maximum understanding of the work to be done (Kusi, 2014).

The company as a structure that carries out the process of achieving goals, in which there are various interactions containing organizational communication will achieve organizational goals. Every organization must have something to achieve. The organization will create the stability of the organizational structure that carries out its processes in such a system that will be able to complete the objectives effectively in the sense that the processed input will produce the expected output in accordance with the planned costs, personal and time (Uhing Y, 2018).

Performance is generally defined as a person's success in carrying out a job. Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him. Employee performance includes the quality and quantity of output and reliability at work and with high performance owned by employees it is hoped that organizational goals can be achieved, otherwise organizational goals are difficult to even achieve if employee performance is low. The definition of employee performance according to Coulter (2017) is the results of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The indicators of performance appraisal according to Robbins (2016: 260) are work quality, quantity, timeliness, effectiveness and independence. One of the factors that affect performance is organizational communication and work motivation.

The first factor that affects performance is organizational communication as a communicator step as an organizational leader who must choose one of the various communication methods and techniques tailored to the situation at the time of communication. As a communicator, a manager has three roles, namely the role of interpersona, the role of information and the role of deciding. Organizational communication according to Sitohang (2016)) is the receipt and delivery of various organizational messages by a person or group of people from both formal and informal groups. Messages conveyed by individuals to other individuals must be in accordance with the actual meaning. The establishment of communication effectiveness between individuals or groups has a good impact on the work done by employees. The higher the effectiveness of communication, the higher the pleasure of doing the job which has an impact on employee performance. This statement is supported by research conducted by Yunus E (2019) and Raidy H (2015) which states that organizational communication has a partial positive effect on employee performance.

Another factor that can affect performance is work motivation, which is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible things that provide the power to encourage individuals to behave in achieving goals. Work motivation has a positive effect on performance, the higher the employee's work motivation, the maximum performance will be produced. Work motivation will have a negative effect if there is no role of superiors in providing work encouragement, social value,

self-esteem and self-actualization. Motivation is basically a driving force that gives rise to individual work passion to work together, integrated and effective with all efforts to obtain the desired results (Hasibuan, 2018). This means that the higher the drive or encouragement given to trigger motivation, the higher the sense of pleasure at work which has an impact on the performance of PT Pindo Deli Pulp And Paper Mills Karawang employees. High performance will provide results in accordance with mutual desires. This statement is supported by research conducted by Alexander (2020) and Chao L.Z (2019) which states that organizational communication partially has a positive effect on employee performance.

PT Pindo Deli Pulp And Paper Mills Karawang is a manufacturing company that produces various kinds of paper products for both export and local needs. Based on the results of observations, it is known that the performance of the Finished goods Section Employees of PT Pindo Deli Pulp And Paper Mills Karawang is still not optimal, this is known from employee performance data as shown in table 1 as follows:

**Table 1. Employee Performance Issues**

No.	Assessed Aspect	Average Value				
		2018	2019	2020	2021	2022
1	Working Speed	94	81	78	91	81
2	Accuracy of Work	93	88	92	90	82
3	Social, Personality, and Professionalism	92	87	81	90	83

Source: PT Pindo Deli Pulp And Paper Mills Karawang, 2024

The problems that arise from the performance of PT Pindo Deli employees are in terms of work speed, work accuracy and social, personality, and professionalism which have decreased especially in 2022, where employees in the paper industry are often involved in teams or work in a collaborative environment. The ability to work with professional speed and accuracy and cooperate with coworkers in general has not been able to increase employee efficiency and productivity. .

Based on the results of observations, it is known that one of the factors that cause less than optimal performance of employees of the Finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang is a lack of organizational communication, this is known from organizational communication data as shown in Table 2 as follows:

**Table 2. Employee Communication Issues**

No.	Description	Value				
		2018	2019	2020	2021	2022
1	Data Collection Error	22	11	17	12	14
2	Work Error	35	25	44	17	28
3	Not in accordance with SOP	5	6	7	4	4

Source: PT Pindo Deli Pulp And Paper Mills Karawang, 2024

The problems that arise from the survey results regarding communication are in understanding and pleasure. Employees have not been able to convey information about the course of work appropriately and have not been able to flexibly carry out work related to a sense of pleasure in the work they do. There are still many employees who experience work errors, data collection errors and discrepancies in work SOPs.

Based on observations, it is known that another factor that causes less than optimal employee performance at PT Pindo Deli Pulp And Paper Mills Karawang is the lack of employee motivation, this is known from work motivation data as shown in Table 3 as follows:

**Table 3. Work Motivation Issues**

No.	Description	Value				
		2018	2019	2020	2021	2022
1	Tardiness to Work	54	47	35	41	55
2	Absent	25	13	21	31	33
3	Did Not Reach Target	12	14	8	7	13

Source: PT Pindo Deli Pulp And Paper Mills Karawang, 2024

Based on the results of the pre-survey, the problem of work motivation is highest in terms of lateness to work and many are absent, meaning that there are many who lack work motivation, work seriousness is still very lacking.

### Organizational Communication

Organizational communication is the process of transferring and exchanging messages, where this message can take the form of facts, ideas, feelings, data or information from one person to another. This process is carried out with the aim of influencing or changing the information possessed and the behavior of the person receiving the message (Desa, N. M, 2019).

Organizational communication is a multi-meaning concept. The meaning of communication can be distinguished based on Communication as a social process Communication in this meaning exists in the context of social science. Where social scientists conduct research using a communication approach that generally focuses on human activities and the relationship between messages and behavior. There are several indicators of organizational communication, namely understanding, pleasure, influence on attitudes, better relationships and actions (Harahap, M. D, 2021).

Organizational communication is the reception and delivery of various organizational messages by a person or group of people from both formal and informal groups. Messages conveyed by individuals to other individuals must be in accordance with the actual meaning. The effectiveness of communication between individuals or groups has a good impact on the work done by employees. The higher the effectiveness of communication, the higher the pleasure of doing the job which has an impact on employee performance (Marsen, S, 2020).

### Work Motivation

Work motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible things that provide the power to encourage individuals to behave in achieving goals. Work motivation refers to every human being that consists of five indicators, namely physiological needs, security, social belonging, self-esteem and self-actualization (Burgoyne., J. R. S., 2020).

Motivation is basically a driving force that raises individual passions to work together, integrated and effective with all efforts to obtain the desired results. This means that the higher the drive or encouragement given to trigger enthusiasm, the higher the sense of pleasure at work which has an impact on the performance of PT Pindo Deli Pulp And Paper Mills Karawang employees. High performance will provide results in accordance with mutual desires (Nazri, M, 2017).

### Employee Performance

Employee performance is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance refers to the extent to which individuals achieve their goals and responsibilities at

work. This involves evaluating various aspects, including productivity, quality of work, creativity, engagement, and positive contributions to the team or organization (Khajeh, A, 2018).

Employee performance can be measured based on the extent to which they achieve the goals and expectations set by the company or department. In teamwork situations, employee performance is also measured by their ability to cooperate with teammates, contribute to team goals, and create a positive work atmosphere (Jayaweera, T, 2015).

### **Hypothesis**

#### **1. Effect of Organizational Communication on Employee Performance**

The effect of organizational communication on employee performance is very significant. Good communication plays a key role in shaping a healthy and productive work environment. Effective organizational communication helps convey the company's vision, mission, and goals to employees. A clear understanding of the company's direction allows employees to direct their efforts effectively. Effective organizational communication helps convey the company's vision, mission and goals to employees. A clear understanding of the company's direction allows employees to direct their efforts effectively (Nur, 2020).

Transparent and open communication can increase employee motivation. Employees who feel valued and involved in the decision-making process tend to be more energized and committed to work. During periods of organizational change, good communication helps reduce uncertainty and anxiety among employees. Providing clear information about the reasons for the change, the process that will occur, and its impact can help employees adjust better. Effective communication includes employee training and development. Providing constructive feedback and giving clear direction can help employees improve their skills and, as a result, their productivity. Through good organizational communication, companies can create a work environment that supports, motivates and enables employees to reach their full potential. That is an important investment in the long-term success of the company (Momanyi, D. K, 2016).

#### **2. The Effect of Work Motivation on Employee Performance**

High work motivation has a significant positive influence on employee performance. Motivated employees tend to be more productive in carrying out their duties and responsibilities. Strong motivation encourages employees to focus and work diligently to achieve better results. Motivated employees have a tendency to deliver higher quality work. They tend to be more dedicated to performing tasks conscientiously and strive to achieve high quality standards (Al Kautsar, M, 2018).

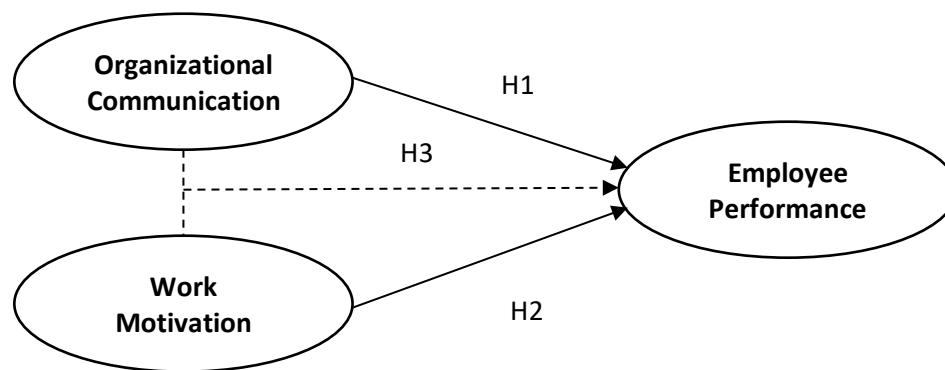
Motivation can stimulate creativity and innovation. Intrinsically motivated employees tend to look for new ways to solve problems and improve work processes, which can bring innovation to the company. Motivated employees feel more engaged in their work. They have a higher level of involvement in their tasks and feel that their work has meaning and makes a positive contribution. Motivated employees tend to have lower absenteeism and higher retention rates. Good motivation can create a sense of attachment and job satisfaction, which in turn reduces the desire to be absent or leave work (Shafighi, A. A, 2013).

#### **3. The Effect of Organizational Communication and Work Motivation on Employee Performance**

Organizational communication and work motivation have a very important role in improving employee performance. When they are well integrated, they can create a positive and supportive work environment. Good organizational communication helps convey the company's vision,

mission, and goals to employees. By understanding shared goals, employees can feel connected to the meaning of their work, which can increase motivation. Transparent organizational communication creates an environment where employees feel valued and are given clear information regarding their performance. Constructive feedback can be a powerful motivator to improve performance (Balani, M, 2015).

Effective communication during periods of organizational change can reduce uncertainty and anxiety among employees. Providing a good understanding of the reasons behind the change and its impact can help employees cope better with the change. High motivation can lead to improved quality of work. Motivated employees feel compelled to give their best, perform work conscientiously and achieve high quality standards. High motivation contributes to higher levels of engagement and dedication to work. Motivated employees feel connected to the company's goals and have a desire to make maximum contributions (Tirtayasa, S, 2020).



## 2. Methods

Research methods are scientific ways to obtain data with specific purposes and uses. Researchers use the explanatory survey method. Based on the objectives of this study, the method used in this study is to use a quantitative approach with an explanatory survey method. The explanatory survey method is: A method useful for explaining the causal relationship between variables through hypothesis testing. This study took a sample from a population of 134 employees and used a questionnaire as the main data collection tool. The research sample used was 90 respondents from the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang through simple random sampling technique (Sugiyono, 2018).

Quantitative research methods can also be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses. This method is referred to as the positivistic method because it is based on the philosophy of positivism. This method is a scientific method because it has met scientific rules, namely concrete / empirical, objective, measurable, rational and systematic. This method is called a quantitative method because the research data is in the form of numbers and analysis using statistics. So it can be concluded that this research uses a quantitative approach, while the research method used is an explanatory survey in the sense of describing and knowing the one-way relationship between the independent and dependent variables (Sugiyono, 2018).

### 3. Results and Discussion

#### 1. Gender

Respondents in the finished goods section of PT Pindo Deli Pulp And Paper Mills Karawang are dominated by men, namely 59 people (65.5%) and 31 women (34.5%). So men are the most respondents than women.

#### 2. Education Level

Characteristics of respondents in the *finished goods* section of PT Pindo Deli Pulp And Paper Mills Karawang with a high school education level of 65 people or 72.2%, S1 as many as 5 people or 5.5% and Diploma as many as 20 people or 22.2%. Respondents are dominated by high school education.

#### 3. Age

Characteristics of respondents in the *finished goods* section of PT Pindo Deli Pulp And Paper Mills Karawang with ages 20-30 years as many as 65 people or 72.2%, 30-40 years as many as 12 people or 13.3% and 40-50 years as many as 13 people or 14.4%. The age of respondents is dominated very high by the age of 20-30 years.

#### Validity Test

**Table 4. Validity Test Results**

Statement	r table	Validity	Description
Variable X1 Organizational communication			
X1.1	0,205	0,74	Valid
X1.2	0,205	0,824	Valid
X1.3	0,205	0,445	Valid
X1.4	0,205	0,538	Valid
X1.5	0,205	0,743	Valid
Variable X2 Work Motivation			
X2.1	0,205	0,577	Valid
X2.2	0,205	0,679	Valid
X2.3	0,205	0,633	Valid
X2.4	0,205	0,558	Valid
X2.5	0,205	0,811	Valid
Variable Y Employee Performance			
Y1	0,205	0,665	Valid
Y2	0,205	0,621	Valid
Y3	0,205	0,472	Valid
Y4	0,205	0,669	Valid
Y5	0,205	0,738	Valid
Y6	0,205	0,66	Valid

Y7	0,205	0,599	Valid
Y8	0,205	0,324	Valid
Y9	0,205	0,373	Valid
Y10	0,205	0,433	Valid

Source: Data processing results, 2024

From the validity test regarding Organizational Communication ( $X_1$ ) based on the test results through SPSS version 26, the results obtained r table of 0.2050 with the results of r count > r table. From the validity test regarding Work Motivation ( $X_2$ ) based on the results of testing through SPSS version 26 obtained the results of the r table of 0.2050 with the results of r count > r table. From the results of the validation test regarding Employee Performance (Y) based on the results of testing through SPSS version 26 obtained the results of the r table of 0.2050 with the results of r count > r table. So that the validation test of Employee Performance is fulfilled

### Reliability Test

**Table 5. Reliability Test Results**

Reliability		
Variables	Cronbach's Alpha	N of Items
X1	0,759	6
X2	0,789	6
Y	0,708	11

Source: Data processing results, 2024

Reliability shows an understanding that an instrument is reliable enough to be used as a data collection tool. From the results of the reliability test, the number obtained is cronbach alpha > 0.6. So that the reliability test is fulfilled (Reliable).

### Model Measurement

One of the expected outputs of this measurement model is to obtain information about the validity and reliability of indicators on each variable, as well as multiple regression testing, correlation, coefficient of determination and hypothesis testing.

### Classical Assumption Test Results

#### 1. Normality Test

**Table 6. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		90
Normal Parameters <sup>a,b</sup>	Mean	0
	Std. Deviation	2,37500473
Most Extreme Differences	Absolute	0,088
	Positive	0,088



	Negative	-0,046
Test Statistic		0,088
Asymp. Sig. (2-tailed)		,085c
a Test distribution is Normal.		
b Calculated from data.		
c Lilliefors Significance Correction.		

Source: Data processing results, 2024

The results obtained from the processing results of SPSS version 26 show that the data obtained is spread around the diagram and follows the regression model, so the data is normally distributed and from the asmlly sig value of  $0.085 > 0.05$ , the data is normally distributed.

## 2. Multicollinearity Test

**Table 7. Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model	Collinearity Statistics		
	Tolerance	VIF	
1 (Constant)			
X1	0,948	1,055	
X2	0,948	1,055	

a Dependent Variable: Y

Source: Data processing results, 2024

The results of testing SPSS version 26 get the results in the tolerance column showing that Organizational Communication ( $0.948 > 0.10$ ) and Work Motivation ( $0.948 > 0.10$ ) besides that in the VIF column Organizational Communication ( $1.055 < 10$ ) and Work Motivation ( $1.055 < 10$ ). So it can be concluded that the Organizational Communication and Work Motivation variables do not occur multicollinearity so that the multicollinearity test is fulfilled.

## 3. Heteroscedasticity Test

**Table 8. Heterskedasticity Test**

Correlations				
		Y	X1	X2
Pearson Correlation	Y	1	0,274	0,483
	X1	0,274	1	0,228
	X2	0,483	0,228	1
Sig. (1-tailed)	Y	.	0,005	0
	X1	0,005	.	0,015
	X2	0	0,015	.
N	Y	90	90	90
	X1	90	90	90
	X2	90	90	90

Source: Data processing results, 2024

From the results of the data that has been processed, it can be seen that the pattern and points spread above and below member 0 on the Y axis. Thus it can be concluded that heteroscedasticity does not occur, so it can be said that the heteroscedasticity test is fulfilled.

## 4. Autocorrelation Test

**Table 9. Autocorrelation test**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Sig. F Change	Durbin-Watson
1	,511 <sup>a</sup>	0,261	0,244	0	1,746
<sup>a</sup> Predictors: (Constant), X2, X1					
<sup>b</sup> Dependent Variable: Y					

Source: Data processing results, 2024

Based on the durbin watson value of  $1.746 < 2$ , there is no autocorrelation.

Based on classical assumption testing, it can be concluded that the research data is feasible to use multiple regression, because the data is normally distributed, there is no autocorrelation, no multicollinearity and no heteroscedasticity.

**Multiple Regression Analysis****Table 10. Regression test results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
	B	Beta	Std. Error		
1 (Constant)	27,376		3,76	7,282	0
X1	0,271		0,148	0,173	2,825 0,007
X2	0,558		0,119	0,443	4,686 0
<sup>a</sup> Dependent Variable: Y					

Source: Data processing results, 2024

Based on the output of SPSS 26 new version, the Multiple Linear Regression equation is obtained as follows:

$$Y = 27.376 + 0.271 X_1 + 0.558 X_2 + e$$

Interpretation:

- The constant of 27.376 indicates that if there is no increase in the Organizational Communication and Work Motivation variables, the Employee Performance is 27.376.
- The regression coefficient of Organizational Communication ( $X_1$ ) of 0.271 means that every increase of 1 unit of Organizational Communication will increase Employee Performance by 0.271 units. Conversely, every decrease of 1 unit of Organizational Communication will reduce Employee Performance by 0.271 units. Assuming Work Motivation remains.
- The regression coefficient of Work Motivation ( $X_2$ ) of 0.558 means that every increase of 1 unit of Work Motivation will increase Employee Performance by 0.558 units. Conversely, every decrease of 1 unit of Work Motivation will reduce Employee Performance by 0.558 units. Assuming Organizational Communication remains.

**Coefficient of Determination Analysis**

Based on SPSS output, the R-Square value is 0.261 or 26.1%. This means that the effect of Organizational Communication and Work Motivation simultaneously is 26.1% on Employee

Performance, while the remaining 73.9% is the influence of other factors such as salary, benefits, work environment.

#### F test

**Table 11. F Test Results**

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177,638	2	88,819	15,392	,000b
	Residuals	502,018	87	5,77		
	Total	679,656	89			
a Dependent Variable: Y						
b Predictors: (Constant), X2, X1						

Source: Data processing results, 2024

Based on SPSS output, the sig F value is  $0.000 < 0.05$  and F count is  $15.392 > 2.71$ , meaning that  $H_a$  is accepted  $H_0$  is rejected so it can be concluded that Organizational Communication and Work Motivation simultaneously have a significant effect on Employee Performance. In fact, Organizational Communication and Work Motivation are able to improve Employee Performance.

#### Test t

To determine the level of significance of the effect of Organizational Communication partially on Employee Performance, it is seen by comparing the value of t table and t count. The results of the calculation of Organizational Communication have a probability value of  $0.007 < \text{sig } \alpha 0.05$  and  $2.825 > 1.986$ . Thus  $H_a$  is accepted and  $H_0$  is rejected, it can be concluded that partially Organizational Communication has a significant effect on Employee Performance. So in fact Organizational Communication is able to improve Employee Performance.

To determine the significance level of the effect of Work Motivation partially on Employee Performance, it can be seen by comparing the t value and t table. The results of the calculation of Work Motivation have a probability value of  $0.000 < \text{sig } \alpha 0.05$  and  $4.686 > 1.986$ . Thus  $H_a$  is accepted and  $H_0$  is rejected, it can be concluded that partially Work Motivation has a significant effect on Employee Performance. This means that Work Motivation is actually able to improve Employee Performance.

#### Discussion

In this discussion, only variables that are significantly able to influence the variables they affect are discussed as follows.

##### 1. Effect of Organizational Communication on Employee Performance

The value of t table and t count. The results of the calculation of Organizational Communication have a probability value of  $0.007 < \text{sig } \alpha 0.05$  and  $2.825 > 1.986$ . Thus  $H_a$  is accepted and  $H_0$  is rejected, it can be concluded that partially Organizational Communication has a significant effect on Employee Performance. These results are in line with previous research that good communication plays a key role in shaping a healthy and productive work environment. Effective organizational communication helps convey the company's vision, mission, and goals to employees. A clear understanding of the company's direction allows employees to direct their efforts effectively. Effective organizational communication helps convey the company's vision, mission and goals to

employees. A clear understanding of the company's direction allows employees to direct their efforts effectively (Nur, 2020).

Transparent and open communication can increase employee motivation. Employees who feel valued and involved in the decision-making process tend to be more energized and committed to work. During periods of organizational change, good communication helps reduce uncertainty and anxiety among employees. Providing clear information about the reasons for the change, the process that will occur, and its impact can help employees adjust better. Effective communication includes employee training and development. Providing constructive feedback and giving clear direction can help employees improve their skills and, as a result, their productivity. Through good organizational communication, companies can create a work environment that supports, motivates and enables employees to reach their full potential. That is an important investment in the long-term success of the company (Momanyi, D. K, 2016).

## 2. The Effect of Work Motivation on Employee Performance

The value of  $t$  count and  $t$  table. The results of the calculation of Work Motivation have a probability value of  $0.000 < \text{sig } \alpha 0.05$  and  $4.686 > 1.986$ . Thus  $H_a$  is accepted and  $H_0$  is rejected, it can be concluded that partially Work Motivation has a significant effect on Employee Performance. This means that Work Motivation is actually able to improve Employee Performance. This means that when work motivation is well managed, it can have a real positive impact on improving employee performance. Motivated employees have a tendency to provide higher quality work. They tend to be more dedicated to performing tasks conscientiously and achieving high quality standards. Motivation can stimulate creativity and innovation. Intrinsically motivated employees tend to look for new ways to solve problems, provide innovative ideas, and contribute to the improvement of work processes.

High work motivation has a significant positive influence on employee performance. Motivated employees tend to be more productive in carrying out their duties and responsibilities. Strong motivation encourages employees to focus and work diligently to achieve better results. Motivated employees have a tendency to deliver higher quality work. They tend to be more dedicated to performing tasks conscientiously and strive to achieve high quality standards (Al Kautsar, M, 2018).

Motivation can stimulate creativity and innovation. Intrinsically motivated employees tend to look for new ways to solve problems and improve work processes, which can bring innovation to the company. Motivated employees feel more engaged in their work. They have a higher level of involvement in their tasks and feel that their work has meaning and makes a positive contribution. Motivated employees tend to have lower absenteeism and higher retention rates. Good motivation can create a sense of attachment and job satisfaction, which in turn reduces the desire to be absent or leave work (Shafighi, A. A, 2013).

## 3. The Effect of Organizational Communication and Work Motivation on Employee Performance

The sig  $F$  value of  $0.000 < 0.05$  and  $F$  count of  $15.392 > 2.71$ , meaning that  $H_a$  is accepted  $H_0$  is rejected so it can be concluded that Organizational Communication and Work Motivation simultaneously have a significant effect on Employee Performance. Effective organizational communication helps convey company goals, while work motivation provides encouragement to employees to achieve these goals. Together, both can create a better understanding of common goals, improving employee performance. Transparent organizational communication and high work motivation can work together to increase the level of employee engagement. Employees who feel

connected to the company's goals and feel valued will be more motivated to make maximum contributions. The combination of good organizational communication and work motivation can help manage organizational change better. Clear information and high support can increase employee readiness and adaptability to change.

Organizational communication and work motivation have a very important role in improving employee performance. When they are well integrated, they can create a positive and supportive work environment. Good organizational communication helps convey the company's vision, mission, and goals to employees. By understanding shared goals, employees can feel connected to the meaning of their work, which can increase motivation. (Balani, M, 2015). Motivated employees feel compelled to deliver the best results, perform work conscientiously, and achieve high quality standards. High motivation contributes to higher levels of engagement and dedication to work. Motivated employees feel connected to the company's goals and have a desire to make maximum contributions (Tirtayasa, S, 2020)

#### **4. Conclusions**

The conclusion of this simple research is that it is proven that Organizational Communication affects Employee Performance at PT Pindo Deli Pulp And Paper Mills Karawang, with a positive relationship direction. This means that when people's communication is getting better, it will improve employee performance. Work Motivation affects Employee Performance at PT Pindo Deli Pulp And Paper Mills Karawang, with a positive relationship direction. This means that when people's work motivation is getting better, it will improve employee performance. Organizational Communication and Work Motivation affect employee performance at PT Pindo Deli Pulp And Paper Mills Karawang.

This research provides theoretical implications by contributing to the enrichment of the literature on improving the quality of human resources, especially in the influence of organizational communication and work motivation on employee performance, then the managerial party in improving organizational communication must ensure that information about the vision, mission, and goals of the organization is clear and accessible to all employees. Provide a transparent forum or communication channel to convey organizational information to all members. Use technology to facilitate communication, such as email, online collaboration platforms, or instant messaging applications. Provide communication training to leaders and employees. Improving organizational communication requires long-term commitment and awareness of its important role in improving employee performance. Furthermore, Work Motivation affects Employee Performance at PT Pindo Deli Pulp And Paper Mills Karawang, with a positive relationship direction, so in increasing work motivation its effect on employee performance, companies must adopt a holistic approach that involves various aspects of employee work life. Recognizing individual needs and desires, while maintaining fairness and transparency, can help create a supportive and motivating work environment.

The research variables still look too general and many variables are used. However, future research can test the relationship between variables in this study in different places. This is because different objectives of improving organizational communication and work motivation can have different implications and perceptions from the point of view of improving the quality of human resources assessed from employee performance. In addition, future research can consider other variables that can affect employee performance more developed other than organizational communication and work motivation.

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