The Influence Of Communication, Work Systems, And Motivation On Employee Performance At PT. Bali Kado Johor

Pengaruh Communication, Work System Dan Motivationterhadap Employee Performance Di PT. Bali Kado Johor

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ABSTRACT
This study aims to analyze the influence of communication, work systems, and motivation on employee performance at PT. Bali Kado Johor. The company, established in 2018, operates as a retail business with several outlets in Medan City. The research employs a quantitative approach with data analysis conducted using SmartPLS. The findings indicate that communication has a positive and significant influence on employee performance, with a T-statistic value of 2.397 and a P-value of 0.017. Similarly, work systems also show a positive and significant impact, with a T-statistic value of 3.559 and a P-value of 0.000. However, motivation does not have a significant effect on employee performance, as shown by a T-statistic value of 1.573 and a P-value of 0.125. Overall, the variables of communication, work systems, and motivation contribute to employee performance, with significant effects observed in communication and work systems.
Keywords: Communication, Work Systems, Motivation, Employee Performance

ABSTRAK
Penelitian ini bertujuan untuk menganalisis pengaruh komunikasi, sistem kerja, dan motivasi terhadap kinerja karyawan di PT. Bali Kado Johor. Perusahaan yang didirikan pada tahun 2018 ini bergerak di bidang bisnis ritel dengan beberapa outlet di Kota Medan. Penelitian ini menggunakan pendekatan kuantitatif dengan analisis data yang dilakukan menggunakan SmartPLS. Hasil penelitian menunjukkan bahwa komunikasi memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, dengan nilai T-statistik sebesar 2,397 dan nilai P-value sebesar 0,017. Demikian pula, sistem kerja juga menunjukkan dampak yang positif dan signifikan, dengan nilai T-statistik sebesar 3,559 dan nilai P-value sebesar 0,000. Namun, motivasi tidak memiliki pengaruh yang signifikan terhadap kinerja karyawan, yang ditunjukkan dengan nilai T-statistik sebesar 1,573 dan P-value sebesar 0,125. Secara keseluruhan, variabel komunikasi, sistem kerja, dan motivasi berkontribusi terhadap kinerja karyawan, dengan pengaruh yang signifikan terlihat pada variabel komunikasi dan sistem kerja.
Kata kunci: Komunikasi, Sistem Kerja, Motivasi, Kinerja Karyawan

1. Introduction

　　Companies require effective work systems, communication, and motivation to support the sustainability and success of their business. These factors significantly impact the company's continuity, especially in facing intense competition across various industries. To gain customer trust and maintain their loyalty to the products or services offered, the quality of service and communication with customers must be maintained effectively.

　　PT. Bali Kado Johor is a retail company established in 2018. It has experienced rapid growth and currently operates several outlets in the city of Medan. The company offers a wide range of products tailored to the needs and preferences of its potential customers.

Communication involves the process of conveying structured messages from one person to another and receiving feedback from the message recipient. Effective communication plays a crucial role in ensuring that messages are well-delivered within the work environment.

Work systems are essential in helping companies achieve high levels of effectiveness and efficiency. A well-designed work system not only supports the company's objectives but also creates a safe, healthy, and comfortable working environment for employees.

Motivation refers to the efforts or actions taken by management to enhance employees' enthusiasm and drive to work. Motivation is critical for boosting productivity and achieving optimal work outcomes.

Employee performance is the output produced by an employee over a certain period, considering both the quality and quantity of work. Employee performance serves as one of the key indicators of a company's success in achieving its goals.

Based on this background, this study focuses on examining the influence of communication, work systems, and motivation on employee performance, under the title: **"The Influence of Communication, Work Systems, and Motivation on Employee Performance at PT. Bali Kado Johor.**

2. Literature Review
Definition of the Influence of Communication
According to Surtrisno (2017:17), "Communication is a concept that has many meanings."
Indicators of the Influence of Communication
According to Surtadjir (2016:10-11), "Communication has several effective indicators":
* Understanding
* Pleasure
* Influence on attitude
* Improved relationships
* Action

Theory of the Influence of Work Systems
Definition of the Influence of Work Systems
According to Irawan (2010), "A work system is a series of activities integrated to produce goods or services that provide customer satisfaction or company benefits."

Indicators of the Influence of Work Systems
According to Kasmir in Binti Fathonatur Zahro (2014:1477), "There are several indicators to measure a work system":
* Quality of work
* Quantity of work
* Timeliness

Theory of the Influence of Motivation
Definition of the Influence of Motivation
According to Hasibuan (2017:141), "Motivation is something that causes, channels, and supports human behavior, resulting in a desire to work hard and enthusiastically to achieve optimal outcomes."

Indicators of the Influence of Motivation
According to McClelland in Malayu S.P. Hasibuan (2012:162), "The dimensions and indicators of motivation are as follows":
* Need for achievement

- Need for affiliation
- Need for power

Theory of the Influence of Employee Performance
Definition of the Influence of Employee Performance
According to Kasmir (2019:189-193), "Several factors influence performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline."

Indicators of the Influence of Employee Performance
According to Robbins (2016:260), "Performance indicators are tools to measure the extent of employee performance achievements":
- Quality of work
- Quantity
- Timeliness
- Effectiveness
- Independence

Theory of the Influence of Communication on Employee Performance
According to Wibowo (2014:165), "Communication is a process in organizational arrangements to ensure that managers and employees remain informed about various relevant matters."

Theory of the Influence of Work Systems on Employee Performance
According to Mangkunegara (2016:9), "Employee performance is the result of work achieved by someone in terms of quality and quantity in carrying out tasks and responsibilities assigned to them."

Theory of the Influence of Motivation on Employee Performance
According to Wahjono (2010:79), "Motivation is a series of efforts to influence the actions of others by first understanding what drives a person to act. A person is motivated due to two factors: ability and motivation."

3. Research Methods
This research was conducted at PT. Balir Kado Johor, Medan, North Sumatra, from January to December 2024. Using a quantitative approach with an exploratory descriptive method, data were collected through questionnaires, interviews, and document studies. The study involved 63 respondents selected through random sampling from a population of 167 customers using the Slovin formula. The variables examined included communication, work systems, motivation, and employee performance.

Data analysis involved tests for validity, reliability, classical assumptions (normality, multicollinearity, heteroscedasticity), and multiple linear regression with the model

$$Y=a+b_1X_1+b_2X_2+b_3X_3+e$$

Hypothesis testing was performed simultaneously (F-test) and partially (t-test) to determine the influence of independent variables on employee performance. The operational variables included clarity of information, intensity, and effectiveness of communication (X_1); work agreements, work duration, work limitations, and wages within the work system (X_2); and work enjoyment, responsibility, and teamwork as part of motivation (X_3).

Employee performance measurement (Y) was evaluated based on quantity, quality, attendance, and work attitude. This research aimed to identify the relationship between communication, work systems, and motivation on performance improvement, both simultaneously and partially, to support the development of the company's management strategies.

4. Results and Discussions
Company Overview

PT. Bali Kado Houseware is a company based in Medan, North Sumatra, located at Jl. Karya Jaya No. 226, Medan Johor. Established in 2002, the company specializes in household appliances, offering a wide range of high-quality and competitively priced products. As one of the leading suppliers in Medan, PT. Balir Kado Houseware is known for its comprehensive collection, including kitchenware, decorations, and small furniture. With a commitment to customer satisfaction, the company continuously innovates to provide practical and aesthetic solutions for modern household needs.

Respondent Characteristics

Respondents emphasize the importance of clear, structured, and transparent communication to avoid misunderstandings and build trust within the organization. Two-way communication and the use of modern tools like email and instant messaging applications are highly appreciated for fostering collaboration and expediting tasks. A structured work system with clear procedures, flexibility, and modern technology, such as task management tools, is valued for improving efficiency. Regular evaluations also play a critical role in providing constructive feedback for performance improvement. Motivation is influenced by factors such as recognition, development opportunities, clear guidance, and a positive work environment. Respondents value acknowledgment of achievements and interpersonal harmony, which enhance job satisfaction and career growth.

Employee Performance

Respondents link optimal performance to effective communication, structured work systems, and motivation. High-performing employees demonstrate the ability to meet targets with discipline and efficiency. Satisfaction with work quality reflects their commitment to high standards, supported by loyalty and dedication to the organization. Training and learning opportunities significantly contribute to improving competencies, enabling better results. This highlights that employee performance is driven by a synergy of effective communication, well-structured systems, and strong motivational factors.

Results and Discussion
Statistical Data Analysis

In this study, Smart PLS was employed to analyze the survey data collected. The tool provides robust capabilities to model Structural Equation Models (SEM), accommodating both formative and reflective constructs using diverse indicators. Additionally, Smart PLS is particularly suitable for analyzing data with small sample sizes while utilizing the Likert scale. The analysis process with Smart PLS involves two main components: the measurement model (outer model), which assesses the reliability and validity of the indicators, and the structural model (inner model), which evaluates the relationships between constructs.

Convergent Validity

To evaluate the convergent validity between indicators and latent variables, factor loadings are used. According to Ghozali (2021), an indicator is considered to have convergent validity if its

factor loading exceeds 0.70. The factor loadings for each indicator are then assessed through the structural model, with the results presented in the following table:

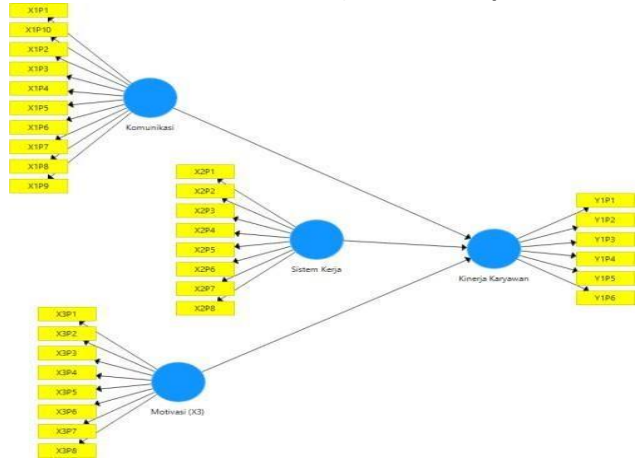**Figure 1 Structural Model of SEM (Source: Output Smart PLS 3.0)**

Table 1. Factor Loading Values

	Employee performance	Communication	Motivationon	Work system
X1P1		0,892		
X1P10		0,859		
X1P2		0,887		
X1P3		0,857		
X1P4		0,907		
X1P5		0,893		
X1P6		0,779		
X1P7		0,914		
X1P8		0,758		
X1P9		0,876		
X2P1				0,925
X2P2				0,898
X2P3				0,903
X2P4				0,869
X2P5				0,909
X2P6				0,924
X2P7				0,882
X2P8				0,743
X3P1			0,894	
X3P2			0,85	
X3P3			0,876	
X3P4			0,888	
X3P5			0,871	
X3P6			0,898	
X3P7			0,938	
X3P8			0,912	

Y1P1	0,844
Y1P2	0,858
Y1P3	0,915
Y1P4	0,839
Y1P5	0,898
Y1P6	0,878

In Table 3.1 above, it can be seen that the factor loading values are >0.70, indicating that the indicators involved meet the criteria for validity and show a strong relationship with their corresponding latent variables.

Discriminant Validity

Discriminant validity refers to the degree to which indicators assigned to different latent variables are distinct from each other. In this context, discriminant validity can be assessed through the Average Variance Extracted (AVE) value, where a higher AVE value suggests that the latent variable is well explained by its indicators. Discriminant validity can also be observed through the correlation values between different latent variables. Below is the table for discriminant validity in the current study:

Table 2. Discriminant Validity Values

	Employee performance	Communication	Motivation(X3)	Work system
Employee performance	0,558			
Communication	0,663	0,392		
Motivation(X3)	0,681	0,656	0,593	
Work system	0,759	0,587	0,680	0,545

Based on the table above, if each latent variable's values are distinct, the Average Variance Extracted (AVE) is used to assess discriminant validity. Additionally, an analysis is conducted on Cronbach's alpha and composite reliability, with the criterion that the values should be greater than 0.70 to meet the reliability requirement. The Cronbach's alpha and composite reliability values are shown in the table below:

Table 3. Reliability Values (Source: Smart PLS 3.0 Output)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee performance	0,970	0,761	0,706	0,978
Communication	0,920	0,732	0,776	0,673
Motivation(X3)	0,715	0,741	0,800	0,767
Work system	0,720	0,703	0,740	0,779

Based on the table above, it can be observed that the Cronbach's alpha values are greater than 0.70, along with composite reliability values that also exceed 0.70. This indicates that the variables in this study have high reliability. Additionally, the Average Variance Extracted (AVE) values for all variables are greater than 0.50, thus meeting the criteria for discriminant validity. By examining convergent validity, discriminant validity, and reliability, it can be concluded that the indicators and variables used in this study exhibit very good validity and reliability.

Determination Coefficient

The coefficient of determination is used to assess how well the independent variables can explain the dependent variable. The coefficient of determination values for this study are shown below:

Table 4. Coefficient of Determination (Source: Smart PLS 3.0)

	R Square	R Square Adjusted
Employee performance	**0,822**	**0,844**

From the table above, it can be observed that the R-squared value is 0.822, which means that the service quality, product quality, and price variables explain 82.2% of the variation in customer satisfaction.

Hypothesis Testing

Hypothesis testing is conducted using two tests, namely the F-test and the T-test. The F-test is used to measure the effect of independent variables collectively on the dependent variable in the regression model. Meanwhile, the T-test is used to analyze the partial relationship between each independent variable and the dependent variable in the regression model.

F-Test

In the F-test, the effect of the independent variables is considered significant if the Normalized Fit Index (NFI) value is greater than 0.90. The following table presents the NFI value for this study:

Table 5. F-Test Results (Source: Smart PLS 3.0 Output)

	Saturated Model	Estimated Model
SRMR	0,037	0,037
d_ULS	0,418	0,418
d_G	1,245	1,245
Chi-Square	591,872	591,872
NFI	0,913	0,837

From the table above, it can be concluded that since the final NFI value is greater than 0.90, it indicates that all independent variables simultaneously have a significant effect on the dependent variable.

T-Test

In the T-test, the significance of the individual variables is assessed based on the T-statistic value and P-value. The criterion is that the T-statistic should be greater than 1.96, and the P-value should be less than 0.05. The following table presents the results of the T-test for this study:

Table 6. T-Test (Source: Smart PLS 3.0 Output)

	Original Sample	Sample Mean	Standard Deviation	T Statistics (|O/STDEV|)	P Values

	(O)	(M)	(STDEV)		
Communication -> Employee performance	0,261	0,300	0,109	2,397	**0,017**
Motivationon) -> Employee performance	0,182	0,200	0,119	1,537	**0,125**
Work system -> Employee performance	0,482	0,451	0,135	3,559	**0,000**

Discussion of Data Analysis Results
The Effect of Communication on Employee Performance
There is a positive effect between the communication variable and the employee performance variable. The results of this study show that the F-Test value is greater than 0.90, the T-statistic value is greater than 1.96, and the P-value is less than 0.05. Therefore, H1 is accepted.

The Effect of Motivation on Employee Performance
There is a positive effect between the motivation variable and employee performance. Although the F-Test value is greater than 0.90, the T-statistic value is less than 1.96, and the P-value is greater than 0.05. Therefore, H2 is rejected.

The Effect of Work System Variable on Employee Performance
There is a positive effect between the work system variable and employee performance. The results show that the F-Test value is greater than 0.662, the T-statistic value is greater than 1.96, and the P-value is less than 0.05. Therefore, H3 is accepted.

The Effect of Communication, Motivation, and Work System Variables on Employee Performance
After conducting the data analysis, it can be concluded that the independent variables, namely communication, product quality, and price, have a simultaneous effect on employee performance. This is consistent with the hypothesis test results, where H1 and H3 are accepted based on the T-statistic values that meet the criteria.

5. Conclusion
Based on the results of the data analysis, the conclusions of this study are as follows:
1. Partially, the communication variable has an effect on the employee performance variable at PT. Bali Kado Houseware.
2. Partially, the work system variable has an effect on the employee performance variable at PT. Bali Kado Houseware.
3. Partially, the motivation variable has an effect on the employee performance variable at PT. Bali Kado Houseware.
4. Simultaneously, the communication, work system, and motivation variables have an effect on the employee performance variable at PT. Bali Kado Houseware.

Suggestions
A. Suggestions for the Company (PT. Bali Kado Houseware)

The company is advised to improve communication and work systems in order to increase employee performance. Additionally, motivation programs are suggested to be enhanced as they are shown to have a significant effect, and the development of motivation programs is necessary for improvement.

B. Suggestions for Universities

Universities can utilize the results of this study to develop curriculums that align with industry needs, and encourage further research to explore other factors influencing employee performance.

C. Suggestions for Future Researchers

Future researchers are encouraged to extend the study by including more companies and exploring other variables that may influence employee performance. Additionally, using various methods to gain deeper and more comprehensive understanding is recommended.

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