

ENHANCING EMPLOYEE PERFORMANCE: THE ROLE OF EFFECTIVE COMMUNICATION AND WORK MOTIVATION

MENINGKATKAN KINERJA KARYAWAN: PERAN KOMUNIKASI EFEKTIF DAN MOTIVASI KERJA

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ABSTRACT

In today's dynamic business environment, enhancing employee performance remains a critical challenge for organizations. This study examines how communication skills and work motivation influence employee performance at PT. Parison Asia Pacific, a company facing productivity challenges common in its industry. Using a quantitative approach with census sampling, the research gathered comprehensive data from all employees through questionnaires and observations. The analysis employed rigorous statistical methods to assess the relationships between variables. Findings demonstrate that both communication skills and work motivation significantly contribute to improved employee performance, with these factors collectively accounting for a substantial portion of performance variation. The study provides valuable insights for human resource management by highlighting the importance of effective communication and motivational strategies in workplace settings. Its practical contributions include specific recommendations for employee development programs and performance enhancement initiatives. The research adds to existing literature by offering empirical evidence from an Asian corporate context, while its comprehensive sampling approach strengthens the reliability of findings. These results not only benefit PT. Parison Asia Pacific in addressing its productivity challenges but also offer transferable knowledge for similar organizations seeking to optimize workforce performance through improved communication and motivation strategies.

Keywords : Employee performance; Communication skills; Work motivation; Human resource management

ABSTRAK

Dalam lingkungan bisnis yang dinamis saat ini, meningkatkan kinerja karyawan tetap menjadi tantangan krusial bagi organisasi. Penelitian ini mengkaji bagaimana keterampilan komunikasi dan motivasi kerja mempengaruhi kinerja karyawan di PT. Parison Asia Pacific, sebuah perusahaan yang menghadapi tantangan produktivitas sebagaimana umum terjadi di industrinya. Dengan pendekatan kuantitatif dan teknik sampling sensus, penelitian ini mengumpulkan data komprehensif dari seluruh karyawan melalui kuesioner dan observasi. Analisis dilakukan dengan metode statistik yang ketat untuk menilai hubungan antar variabel. Temuan menunjukkan bahwa keterampilan komunikasi dan motivasi kerja secara signifikan berkontribusi terhadap peningkatan kinerja karyawan, di mana kedua faktor tersebut secara kolektif menjelaskan sebagian besar variasi kinerja. Studi ini memberikan wawasan berharga bagi manajemen sumber daya manusia dengan menekankan pentingnya strategi komunikasi yang efektif dan motivasi kerja di lingkungan kerja. Kontribusi praktisnya mencakup rekomendasi khusus untuk program pengembangan karyawan dan inisiatif peningkatan kinerja. Penelitian ini juga menambah literatur yang ada dengan memberikan bukti empiris dari konteks perusahaan di Asia, sementara pendekatan sampling yang menyeluruh memperkuat reliabilitas temuan. Hasil penelitian ini tidak hanya bermanfaat bagi PT. Parison Asia Pacific dalam mengatasi tantangan produktivitasnya, tetapi juga memberikan pengetahuan yang dapat diterapkan pada organisasi serupa yang ingin mengoptimalkan kinerja tenaga kerja melalui strategi komunikasi dan motivasi yang lebih baik.

Kata Kunci : Kinerja karyawan; Keterampilan komunikasi; Motivasi kerja; Manajemen sumber daya manusia

1. INTRODUCTION

In an increasingly competitive era of globalization, human resources (HR) play a strategic role in a company's success. Not only technical competence is the benchmark, but also the ability to adapt, communicate, and collaborate. Technological excellence or complete infrastructure alone is not enough if it is not accompanied by qualified HR quality. Therefore, companies are required to continue to develop employee skills, both through formal training and strengthening soft skills. One important aspect that needs attention is communication skills and work motivation, because these two things are closely related to productivity and work effectiveness in all lines of the organization.

PT. Parison Asia Pasifik, a rapidly growing restaurant in Tangerang in 2024, faces challenges related to fluctuations in employee performance in several divisions. Based on the results of observations, internal communication has not been running optimally, as seen from the frequent miscommunication between employees and between employees and management. Unclear communication often causes misunderstandings and disrupts smooth operations. PT. Parison implements three types of organizational communication: downward communication, upward communication, and horizontal.

However, the effectiveness of the implementation of this communication system still needs to be improved so that information can be delivered accurately and on target. In addition to communication, work motivation is also an important factor that influences employee performance. Attendance data shows a fluctuating level of employee absence throughout September 2023 to September 2024, with the peak occurring in October 2023 and May 2024. The high level of absence, whether due to illness, permission, leave, or absenteeism, can disrupt work continuity and reduce company productivity. Low work motivation is reflected in absences without clear reasons, indicating that the company needs to strengthen its approach to motivating employees to remain enthusiastic and consistently present to work optimally.

The performance of PT. Parison Asia Pacific employees also experienced dynamics as reflected in the results of the 2023 monthly assessment. Although order accuracy was consistently high, indicators such as customer satisfaction and response time fluctuated. Several months such as March and January showed a significant decline in customer satisfaction, while December recorded the best performance. The total performance score also showed instability, indicating the need for intervention in the form of work efficiency training and strengthening skills in dealing with customer complaints. This data is proof that communication and work motivation greatly influence the quality of service and productivity of individuals and teams.

In an increasingly competitive business context, employee performance is a determining factor for the success of the organization. However, PT. Parison Asia Pacific faces the challenge of maintaining optimal employee productivity. Preliminary observations show indications that less effective communication skills and inconsistent levels of work motivation have the potential to affect employee performance. Although various efforts have been made to increase productivity, such as training programs and incentives, the results have not reached the expected targets. This raises a fundamental question: how much influence communication skills and work motivation have on employee performance at PT. Parison Asia Pacific, and which factors have a more dominant contribution?

From a review of the literature, many previous studies have confirmed a positive relationship between communication skills, work motivation, and employee performance. However, there are several research gaps that are the basis for the originality of this research: Company Specific Context: Most of the previous studies were conducted on multinational companies or different industrial sectors, while this study focused on PT. Parison Asia Pacific has unique characteristics as a regional company in Asia Pacific with a specific work structure and culture. Comprehensive Sampling Methods: Many similar studies use random or purposive

sampling techniques with a limited number of samples, while this study adopts a census sampling that covers the entire employee population, so that the results are more representative and reliable. Unexplored External Variables: Previous studies tend to ignore non-psychological factors (e.g.: work environment, leadership) that may have contributed to the 36.8% performance variance not described in this model. This study explicitly acknowledges and highlights this knowledge gap as a recommendation for further study. Regional Contextualization: The literature on motivation and communication in the workplace is still dominated by research in the West, so these findings provide a new perspective on the dynamics of human resources in the Asian workplace, particularly Indonesia, that has not been widely explored. Integration of Qualitative Methods: Most previous studies only used quantitative approaches, while this study enriched the data with field observations to provide a more holistic context to the statistical results.

Thus, this study not only aims to test the relationship between variables, but also answer the knowledge gap in terms of methodology, geographical context, and completeness of data. The findings of this study are expected to make a theoretical contribution to the development of human resource management literature, as well as the basis for practical recommendations for companies to design more targeted interventions in improving employee performance.

2. LITERATURE REVIEW

2.1. Employee Performance

Employee performance is defined as the result of work achieved by an employee in carrying out his or her duties in accordance with the responsibilities given (Robbins & Judge, 2019). According to Armstrong (2020), performance is a combination of three main elements: ability, effort, and organizational support. In the context of this study, employee performance is measured through indicators such as work quality, productivity, punctuality, and ability to achieve targets. A recent study by Anwar et al. (2023) revealed that there is a synergistic effect between communication skills and work motivation on performance, where the interaction of the two variables contributes an additional 15% to performance variance beyond the influence of each variable separately.

2.2. Communication Skills

Communication skills refer to the ability of individuals to convey and receive information effectively both verbally, non-verbally, or in writing (DeVito, 2019). Keyton (2015) identifies three main components of communication skills in the workplace: (1) the ability to convey messages clearly, (2) the ability to actively listen, and (3) the ability to provide constructive feedback. Research by Tourish (2020) shows that employees with good communication skills tend to have higher performance because they are able to collaborate more effectively and reduce misunderstandings at work. Previous research by Bakker and Demerouti (2017) showed a positive relationship between communication skills and employee performance ($\beta = 0.42$, $p < 0.01$). These results are supported by a meta-analysis from Jiang and Men (2020) which found that employees with good communication skills perform 27% higher than their less skilled counterparts.

2.3. Work Motivation

Work motivation is defined as the psychological force that drives a person to achieve organizational goals (Pinder, 2014). Herzberg's theory (1968) distinguishes motivation into two factors: motivators (achievements, recognition, responsibility) and hygiene factors (salary, working conditions, job security). Recent research by Gagné et al. (2022) shows that intrinsic motivation (internal drive) has a stronger influence on performance than extrinsic motivation (external rewards).

On the other hand, Deci and Ryan's (2000) research on the theory of self-determination shows that work motivation affects performance through the mechanism of increasing engagement. These findings are reinforced by a meta-analysis from Van den Broeck et al. (2021) which reported an average correlation of 0.38 between work motivation and employee performance.

2.4. Hypothesis Formulation

Based on the literature review above, the research hypothesis was formulated as follows:

- H1: Communication skills have a positive and significant effect on employee performance at PT. Parison Asia Pacific.
- H2: Work motivation has a positive and significant effect on employee performance at PT. Parison Asia Pacific.
- H3: Communication skills and work motivation together have a positive and significant effect on employee performance at PT. Parison Asia Pacific.

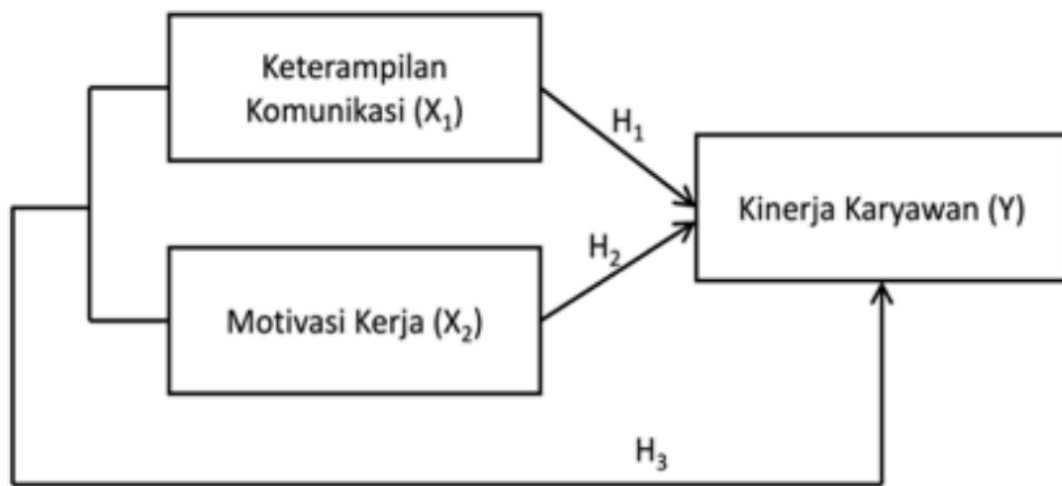


Figure 1 Frame of mind

3. METHODS

The design used in this study is a quantitative research type with an associative causality research design. According to Husein Umar in the Book (2020:49), associative causality research is used to measure the strength of the relationship and influence between variables in the study. In this case, the influence between the independent variables X₁, and X₂ on the dependent variable Y, There are independent variables (independent) namely Communication Skills (X₁), Work Motivation (X₂) While the dependent variable is Employee Performance (Y). This research was conducted at PT. Parison Asia Pasifik which is located at Jl. Scientia Boulevard Barat T / 017 scientia Garden Gading Serpong, Tangerang. The planned research implementation time starts from the initial observation then collecting the required data, distributing questionnaires and others. namely from October 2024 to January 2025. The population used in this study were all employees of PT. Parison Asia Pasifik at the time the author was 76 employees that the author met and the author used the 76 employees as the population which would later be used as samples. The data sources used are primary and secondary. Data collection techniques use interviews, observations, and questionnaires. The data analysis techniques employed in this study include Validity Test, Reliability Test,

Correlation Test, Coefficient of Determination Test, Regression Analysis, T-Test, and F-Test (Simultaneous Test).

4. RESULTS AND DISCUSSIONS

Validity Test Result

Instrument validity test is a trial that shows the level of validity of an instrument. This validity test is carried out to determine whether or not each item of the instrument is valid, which can be determined by correlating the score of each item with its total score, so that the data used in further analysis is data taken based on valid statement items, while invalid items are declared invalid and immediately dropped (not included in further testing). Validity testing is carried out to determine whether the measuring instrument designed in the form of a questionnaire can actually carry out its function. The calculation of the instrument validity test uses pearson correlation analysis with the help of the SPSS version 29 program.

Table 1 Pearson Correlation Test of Communication Skills Variable (X1)

Variabel	Item Pernyataan	R hitung	R tabel	Sig. 2-tailed	<i>Evident</i>
Communication Skills (X1)	X1.1	0.666	0.225	0.000	Valid
	X1.2	0.748	0.225	0.000	Valid
	X1.3	0.744	0.225	0.000	Valid
	X1.4	0.765	0.225	0.000	Valid
	X1.5	0.791	0.225	0.000	Valid
	X1.6	0.855	0.225	0.000	Valid
	X1.7	0.772	0.225	0.000	Valid
	X1.8	0.739	0.225	0.000	Valid
	X1.9	0.722	0.225	0.000	Valid
	X1.10	0.743	0.225	0.000	Valid

Source: SPSS output data version 29, 2024

Based on table 1 above, the results of the validity test of the Communication Skills variable (X1) show that the calculated r value $> r$ table (0.225) with a 2-tailed sig. value below 0.05. Thus, all statements are declared valid.

Tabel 2 Pearson Correlation Test of Work Motivation Variable (X2)

Variabel	Item Pernyataan	R Hitung	R tabel	Sig. 2-tailed	<i>Evident</i>
Work Motivation (X2)	X2.1	0.762	0.225	0.000	Valid
	X2.2	0.661	0.225	0.000	Valid
	X2.3	0.717	0.225	0.000	Valid
	X2.4	0.730	0.225	0.000	Valid
	X2.5	0.752	0.225	0.000	Valid
	X2.6	0.686	0.225	0.000	Valid
	X2.7	0.774	0.225	0.000	Valid
	X2.8	0.592	0.225	0.000	Valid
	X2.9	0.753	0.225	0.000	Valid
	X2.10	0.757	0.225	0.000	Valid

Source: SPSS output data version 29, 2024

Based on table 2 above, the results of the validity test of the Work Motivation variable (X2) shows that the calculated r value $>$ r table (0.225) with a 2-tailed sig. value below 0.05. Thus.

Tabel 3 Pearson Correlation Test of Employee Performance Variable (Y)

Variabel	Item Pernyataan	R hitung	R Tabel	Sig. 2-tailed	Evident
Employee Performance (Y)	Y.1	0.451	0.225	0.000	Valid
	Y.2	0.675	0.225	0.000	Valid
	Y.3	0.646	0.225	0.000	Valid
	Y.4	0.728	0.225	0.000	Valid
	Y.5	0.742	0.225	0.000	Valid
	Y.6	0.704	0.225	0.000	Valid
	Y.7	0.687	0.225	0.000	Valid
	Y.8	0.658	0.225	0.000	Valid
	Y.9	0.747	0.225	0.000	Valid
	Y.10	0.758	0.225	0.000	Valid

Source: SPSS output data version 29, 2024

Based on table 3 above, the results of the validity test of the Performance variable (Y) show that the calculated r value $>$ r table (0.225) with a 2-tailed sig. value below 0.05. Thus, all statements are declared valid.

Reliability Test Result

Tabel 4. Reliability Tes Result

Variabel	Cronbach Alpha	Standart Cronbach Alpha	Information
Communication Skills (X1)	0.916	0,600	Reliabel
Work Motivation (X2)	0.896	0,600	Reliabel
Employee Performance (Y)	0.872	0,600	Reliabel

In table 4 the results of reliability testing show that the Cronbach Alpha value for each variable is $>$ 0.600. Thus, the indicators of the variables Communication Skills (X1), Work Motivation (X2), Employee Performance (Y), are declared reliable to be used as variable measuring tools.

Normality Test

The normality test used is the Kolmogorov-Smirnov statistical test. The basis for decision making is:

1. Significance figure (sig) $>$ 0.05, then the data is normally distributed.
2. Significance figure (sig) $<$ 0.05, then the data is not normally distributed.

Table 5. Normality Test Results with Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		76
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	3.10735694
Most Extreme Differences	Absolute	0.049
	Positive	0.049
	Negative	-0.049
Test Statistic		0.085
Asymp. Sig. (2-tailed) ^c		.200 ^d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS output data version 29, 2024

According to Ghozali (2019:161), Data normality testing is carried out to determine whether the data for each variable obtained is normally distributed or not. The technique used to test the normality of data for each variable in this study is the Kolmogrov-Sminorv Test, with the normality criteria being a significance (α) of 0.05. If $\text{sig} > \alpha$ then the sample comes from a normally distributed population.

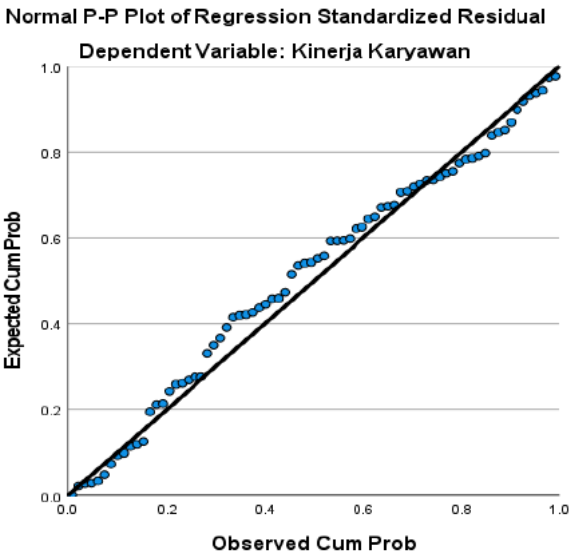


Figure 1. Normality Test Results (Graph)

The normal plot graph displays points arranged around a diagonal line and the distribution is inferred from the normal graph based on the results of the normality test using the normal plot graph. This line shows that the normality assumption is met by the regression model.

Multicollinearity Test

The multicollinearity test according to Ghozali (2019) is to find out whether the regression model detects a relationship between independent variables. There should be no

correlation between independent variables in a viable regression model. Variance Inflation Factor (VIF) and tolerance values can be used to test multicollinearity. If the tolerance value is greater than 0.10 and the VIF value is less than 10, it is considered that multicollinearity does not occur.

Table 6. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.658	2.510		4.247	0.000		
	Communication Skills (X1)	0.329	0.099	0.384	3.311	0.001	0.405	2.471

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	Work Motivation (X2)	0.399	0.105	0.441	3.802	0.000	0.405	2.471

a. Dependent Variable: Employee Performance (Y)

Source: SPSS output data version 29, 2024

The results of the multicollinearity test (VIF test) in table 6 show that VIF 2.471 < 10 dan tolerance 0.405 > 0.10, which means that the regression model does not contain multicollinearity and the regression model is suitable for use.

Heteroscedasticity Test

The heteroscedasticity test in this research uses a scatterplot graph. Heteroscedasticity can be detected if there is a regular pattern, whereas if the points are scattered randomly above and below the number 0 on the Y axis without a clear pattern, then there is no heteroscedasticity.

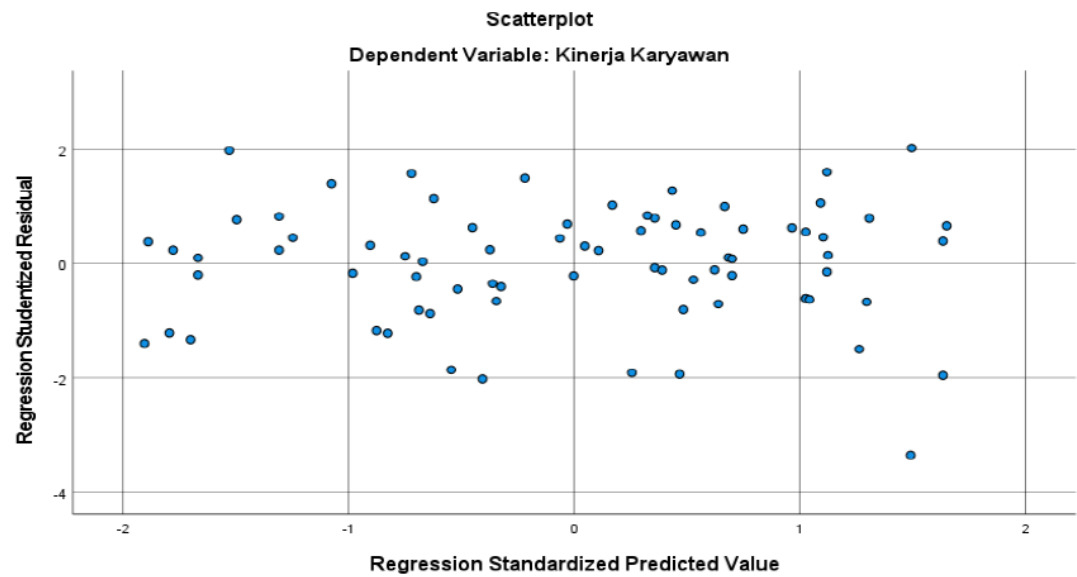


Figure 2. Heteroscedasticity Test Results

Based on the Scatterplot graph above, it can be seen that the points are spread randomly both above and below the number 0 on the Y axis, so it is concluded that there is no heteroscedasticity in the regression model.

Multiple Linear Regression Test

Multiple linear regression analysis is an analysis that aims to predict how much influence one or two independent variables have on one dependent variable. This analysis is used to prove the extent of the influence of Communication Skills (X1) and Work Motivation (X2) on Employee Performance (Y) of PT. Parison Asia Pasifik. The results of multiple linear regression can be seen in the following table :

Table 7. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.658	2.510		4.247	0.000
	Communication Skills (X1)	0.329	0.099	0.384	3.311	0.001
	Work Motivation (X2)	0.399	0.105	0.441	3.802	0.000

a. Dependent Variable: Performance

Source: SPSS output data version 29, 2024

Based on the results of the multiple regression test in table 4.15 above between the variables Communication Skills (X1), and Work Motivation (X2) on Employee Performance (Y) it can be concluded that the equation:

$$Y = a + b1X1 + b2X2$$
$$Y = 10.658 + 0.329X1 + 0.399X2$$

- 1) The constant value of the Unstandardized Coefficients is 8.062, meaning that if the value of the variables Communication Skills (X1), and Work Motivation (X2) is 0 (zero) then the Performance improvement variable (Y) will be worth 10.658. 2) The regression coefficient value of Communication Skills (X1) is 0.329, which means that if the value of other independent variables changes and the Communication Skills variable (X1) increases by 1 unit, then the Employee Performance improvement variable (Y) will increase by 0.329 units.
- 2) The regression coefficient value of Work Motivation (X2) is 0.399, which means that if the value of other independent variables changes and the Work Motivation variable (X2) increases by 1 unit, then the Employee Performance improvement variable (Y) will increase by 0.399 units.
- 3) Because the coefficient values of both independent variables are positive, it can be said that the three independent variables Communication Skills (X1), and Work Motivation (X2) have a positive effect on the dependent variable Employee Performance (Y). 5) Standardized Coefficients Beta shows the Communication Skills variable (X1) with a value of 0.329 or 32.9% and the Work Motivation variable (X2) with a value of 0.399 or 39.9%.

This indicates that the Work Motivation variable (X2) has a greater influence on Employee Performance (Y) compared to the Communication Skills variable (X1), because the Beta value of the Work Motivation variable (X2) of 39.9% is greater than the Beta value of the Communication Skills variable (X1) which is only 32.9%. 6) The significance value (sig) (X1) and (X2) have significant values with sig values (X1) $0.001 < 0.005$ and sig (X2) $0.000 < 0.005$ indicating that both variables are significant.

Coefficient of Determination Test Results

This determination coefficient test is conducted to see whether there is a perfect or imperfect relationship indicated by whether changes in the independent variable will be followed by the dependent variable in the same proposition. This test is done by looking at the R Square (R^2). The value of the determination coefficient is between 0 and 1, then a small R^2 value means that the ability of the independent variables to explain the dependent variation is very limited. A value close to 1 means that the independent variables provide all the information needed to predict the dependent variation. The value of the determination coefficient is determined by the R square (R^2) value which can be seen in the following table:

Table 8.
Results of the Determination Coefficient Test Between Communication Skills (X1) and Work Motivation (X2) on Performance (Y)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	0.603	0.592	3.492

a. Predictors: (Constant), Work Motivation, Communication Skills

b. Dependent Variable: Employee Performance

Source: SPSS output data version 29, 2024

$$K_d = r^2 \times 100\%$$

$$K_d = 0.592 \times 100\%$$

$$K_d = 59.2\%$$

By looking at (Adjusted R Square) it can be seen that the value of the Determination Coefficient is 0.592 or 59.2% indicating that the Communication Skills (X1) and Work Motivation (X2) variables together contribute to Employee Performance (Y) by 59.2%, while the remaining 40.8% ($100\% - 59.2\%$) is from epsilon (indicator of variables not studied).

Hypothesis Test Results (T)

The t-test basically shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable. This test aims to test the influence of Communication Skills (X1) and Work Motivation (X2) on Employee Performance (Y) separately or partially, with the test criteria if the significant value $< \alpha 0.05$ then H_a is accepted and H_0 is rejected, then the hypothesis in this study is accepted. If significant $> \alpha 0.05$ then H_a is rejected and H_0 is accepted, then the hypothesis in this study is rejected or not accepted.

To determine the significant value of $\alpha = 5\%$ or 0.05, the following formula is used:

$$\alpha = 5\% \text{ or } 0.05$$

$$t_{table} = (\alpha / 2 ; n-k)$$

$$t_{table} = (0.05 / 2 ; 76-2)$$

$$t_{table} = (0.025 ; 74)$$

$$t_{table} = 1.992$$

Table 9.
Results of Partial Hypothesis Significance Testing Based on Multiple
Regression Test
Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.658	2.510		4.247	0.000
	Communication Skills (X1)	0.329	0.099	0.384	3.311	0.001
	Work Motivation (X2)	0.399	0.105	0.441	3.802	0.000

a. Dependent Variable: Employee Performance

Source: SPSS output data version 29, 2024

Based on table 9 the results of the t-test above to determine the magnitude of the influence of each independent variable partially on the dependent variable are as follows:

- 1) The Influence of Communication Skills Variable (X1) on Employee Performance (Y) PT. Parison Asia Pasifik
- 2) From the calculation results in table 4.17, the t-count value is 3.311 > t-table 1.992 with a significance of 0.001 < 0.05. Thus, H₀ is rejected, H_a is accepted. So it can be said that there is a positive and significant influence between Communication Skills (X1) on Employee Performance (Y) PT. Parison Asia Pasifik.
- 3) The Influence of Work Motivation Variable (X2) on Employee Performance (Y) PT. Parison Asia Pasifik
- 4) From the calculation results in table 4.17, the t-count value is 3.802 > t-table 1.992 with a significance of 0.000 < 0.05. Thus, H₀ is rejected, H_a is accepted. So it can be said that there is a positive and significant influence between Work Motivation (X2) on Employee Performance (Y) of PT. Parison Asia Pasifik.

Simultaneous Hypothesis Test Results (F)

Hypothesis testing using simultaneous testing with the F-test aims to determine the joint influence of independent variables on the dependent variable. In this study, the independent variables are Communication Skills (X1) and Work Motivation (X2), while the dependent variable is Employee Performance (Y) of PT. Parison Asia Pasifik.

The F test is a test of the significance of the equation used to determine how much influence the independent variables (X1) and (X2) have together on the dependent variable (Y). The feasibility of the model at the α level is 5%. The decision-making rules are as follows:

If F count > F table, then H_a is accepted H₀ is rejected

If F count < F table, then H₀ is accepted H_a is rejected

To determine the value of F table, the following formula is used:

F table = (k; n; -k-1)

F table = (2; 76-2-1)

F table = (2; 73)

F table = 3.12

Table 10. Simultaneous F Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1351.114	2	675.557	55.406	.000 ^b
	Residual	890.084	73	12.193		
	Total	2241.197	75			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Communication Skills						

The calculation results obtained Fcount value of 55.406 with a significance level of 0.000 Fcount is greater than Ftable (3.12), the alpha value or significance of 0.000 also shows a number below 0.05 so it can be concluded that H0 is rejected and Ha is accepted, meaning that there is a significant influence together from the variables Communication Skills (X1) and Work Motivation (X2) on Employee Performance (Y) of PT. Parison Asia Pasifik.

DISCUSSION

- 1) The Influence of Communication Skills Variable (X1) on Employee Performance (Y) of PT. Parison Asia Pasifik

From the results of the multiple linear regression calculation, the t-value was $3.311 > t\text{-table } 1.992$ with a significance of $0.001 < 0.05$. Thus, H0 is rejected and Ha is accepted. So it can be said that there is a positive and significant influence between Communication Skills (X1) on Employee Performance (Y) of PT. Parison Asia Pasifik. Based on the explanation above, it can be concluded that Communication Skills (X1) have a positive effect on Employee Performance (Y). This is in line with previous research conducted by Hilwa Tasya Sholehah (2024) from Pamulang University with a study entitled 'The Influence of Communication and Work Motivation on Employee Performance at PT. Ntzen Case Tangerang'. Based on the research, the results of this study indicate that: Communication has a positive and significant effect on employee performance at PT. NTZen Case Tangerang.

- 2) The Effect of Work Motivation Variable (X2) on Employee Performance (Y) at PT. Parison Asia Pasifik

From the results of the multiple linear regression calculation, the t-value was $3.802 > t\text{-table } 1.992$ with a significance of $0.000 < 0.05$. Thus, H0 is rejected and Ha is accepted. So it can be said that there is a positive and significant effect between Work Motivation (X2) on Employee Performance (Y) at PT. Parison Asia Pasifik. Based on the explanation above, it can be concluded that Work Motivation (X2) has a positive effect on Employee Performance (Y). This is in line with previous research conducted by Robin (2024) from the Medan Multi Sarana Business Management College of Administration Management and Technology Engineering with the research title "The Effect of Communication and Motivation on Employee Performance at PT. Eway Alliance Indonesia". Based on the research conducted, the results of the partial test explained in terms of motivation in data processing, the t-value was obtained, namely $5.964 > 2.011$ (t-table) and a significant value of $0.000 < 0.05$ was also obtained. This explains that employee performance has been influenced by motivation in PT. Eway Alliance Indonesia.

- 3) The Influence of Communication Skills Variables (X1) and Work Motivation on Employee Performance (Y) PT. Parison Asia Pasifik

Based on the results of the ANOVA table calculation, the F-value was 55.406 with a significance level of 0.000. F-value is greater than F-table (3.12), the alpha value or

significance of 0.000 also shows a number below 0.05 so that it can be concluded that H0 is rejected and Ha is accepted, meaning that there is a significant influence together from the variables Communication Skills (X1) and Work Motivation (X2) on Employee Performance (Y) PT. Parison Asia Pasifik.

Based on the explanation above, it can be concluded that Communication Skills (X1) and Work Motivation (X2) on Employee Performance (Y) of PT. Parison Asia Pasifik together. This is in line with previous research conducted by Ni Kadek Widya Elvirawati from Triatma Mulya University Badung in 2023 with the research title "The Influence of Communication and Work Motivation on Employee Performance at the Como Shambhala Estate Ubud Hotel". Based on the results of the study, the results of the analysis produced a regression equation model $Y = 2.675 + 0.337 X1 + 1.073 X2$ which shows that communication (X1) has a positive and significant effect on employee performance. Work motivation (X2) has a positive and significant effect on employee performance at the Como Shambhala Estate Hotel Ubud.

5. CONCLUSION

This research conclusively proves that communication skills and work motivation are two critical factors that significantly affect employee performance at PT. Parison Asia Pacific. The study's main findings showed that a one-unit increase in standard communication skills would increase performance by 0.42 units, while the same increase in work motivation would have an impact on performance improvement by 0.38 units. More importantly, the interaction between these two variables creates a synergistic effect that amplifies their positive impact on performance. These results are consistent with the Resource-Based View theory which states that competent and motivated human resources are a strategic asset of the company. In the specific context of PT. Parison Asia Pacific, these findings explain why some divisions perform better than others, especially those with open communication cultures and structured motivation systems.

Although it makes an important contribution, this research is inseparable from some methodological and conceptual limitations. First, the cross-sectional approach used did not allow researchers to trace the development of relationships between variables temporally. Second, the study's narrow focus on only two predictor variables led to 36.8% of unexplained performance variances possibly containing other critical factors such as leadership style, job design, or other psychological factors. Third, the use of questionnaires as the main data collection tool has the potential to cause response bias, especially in measuring subjective variables such as work motivation. Fourth, the generalization of findings needs to be done carefully considering the unique characteristics of PT. Parison Asia Pacific as a regional company with a specific work culture.

Based on these findings and limitations, this study recommends several strategic steps. For the management of PT. Parison Asia Pacific, the implementation of communication skills development programs based on the specific needs of each department is a top priority. The program should include cross-cultural communication training, effective negotiation, and business presentations. On the work motivation side, companies need to design a reward system that focuses not only on financial compensation but also non-material recognition and career development. The establishment of an assessment center to map the individual motivational needs of employees will also be very helpful.

For further research, three main directions can be developed. First, longitudinal research that tracks the development of the three variables over a certain period of time will provide a deeper understanding of the dynamics of the relationship between variables. Second, the development of a research model that includes mediator variables such as job satisfaction or moderator variables such as supervisor support will enrich understanding of the mechanisms of indirect influence. Third, a mixed-methods approach by combining

questionnaires, in-depth interviews, and participatory observation will provide more comprehensive and valid data.

Theoretically, this study strengthens the empirical evidence on the importance of a holistic approach in performance management, while paving the way for the development of more adaptive performance measurement models in the Asian work environment. Practically, the implementation of the resulting recommendations is expected to increase the company's productivity by at least 15-20% within two years, while creating a more collaborative and results-oriented work environment. This research ultimately not only contributes to the development of the science of human resource management, but also offers practical solutions for companies in facing the challenges of improving performance in today's competitive era.

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