

## **Effect of Communication, Competency and Job Stress on Employee Performance at Atmindo**

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### **Abstract**

The purpose of this study is to analyze the decline in employee performance at PT Atmindo Tbk. HR plays an important role in achieving the goals of an organization or company. Therefore, human resources are required to be professional and efficient in facing the challenges and opportunities that exist. The validity test is used with a population of 100 people and 35 people from companies engaged in the same industry. The method used is quantitative with quantitative descriptive research, using interviews, distributing questionnaires and documentation study. Multiple liner regression, coefficient of determination and simultaneous testing that will be used in the analysis method. It can be concluded that communication, competence and work stress simultaneously and partially have a positive effect on employee performance.

*Keywords: Motivation, Communication, Work Environment and Employee Performance.*

### **1. Introduction**

Human resources are the main component in an organization who are planners and active actors in every activity of the organization. The main strength of an organization lies in its human resources, not in its systems, technology, procedures or funding sources. Thus, the functioning of the parts of the organization depends on the ability of human resources in managing the organization to achieve predetermined goals.

The high quality of human resources will result in high performance for the organization. Effective employee performance can be created with clear and effective communication, work competence, and work stress. Effective communication between employees and superiors and vice versa is needed. Not only that, but competencies are also effective if employee education is in accordance with the work they are doing. In addition, work stress in a company can be reduced in several ways, namely workloads that match their abilities.

Through an initial interview with the leadership of PT Ateliers Mecaniques D'Indonesie Tbk or abbreviated as PT Atmindo Tbk, the company faces several problems in terms of communication, work potential, and work stress on employee work performance that has been determined in each division of the company. The overall description of the problem above, makes the author to choose PT Atmindo Tbk as the object of research with the title " Effect of Communication, Competency and Job Stress on Employee Performance at Atmindo."

## **2. Literature Review**

### **Communication**

According to Sopiah (2018: 141), "communication is defined as the delivery or exchange of information from sender to recipient, either verbally or in writing using communication tools." According to Siswandi (2011: 172), "the communication process consists of 4 important elements consisting of. (1) Sender of message, (2) Message or news (3) Media, method of delivery of message (4) Recipient".

### **Competence**

According to Priansa (2018: 254), "job competence is a map of the capacity of employees for the job attributes they carry, which is a collection of abilities, skills, maturity, experience, effectiveness, efficiency and success in carrying out job responsibilities". According to Wibowo (2016: 273), "five types of competency characteristics are: (1) Motives, (2) Nature, (3) Self-concept, (4) Knowledge, (5) Skills."

### **Job Stress**

A person under stress becomes nervous and has chronic anxiety. According to Sopiah (2018: 91), "indicators of the causes of work stress can be seen in three aspects, namely: (1) Physical, (2) Psychic (3) Behavior".

### **Employee performance**

According to Kasmir (2016: 182), "performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period." According to Bangun (2012: 233), "to measure employee performance is. (1) Number of jobs. (2) Quality of Work. (3) Timeliness. (4) Attendance. (5) Ability to work together. "

### **Theory of Influence of Communication on Performance**

According to Ginting (2017: 25), "the communication management approach in carrying out activities in the company is aimed in addition to establishing standard operating procedures (standard operating procedures) as well as directly forming performance standards for employees or human resources."

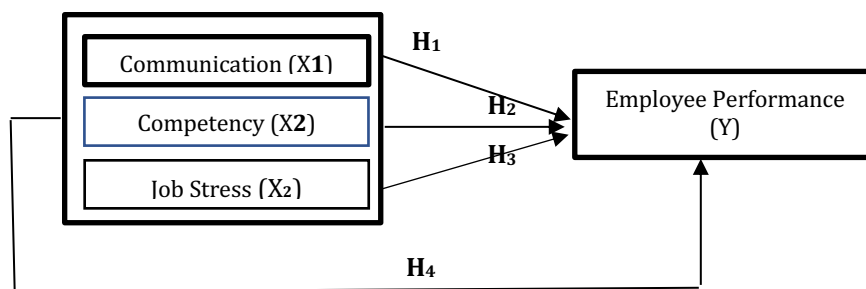
### **Theory of Influence of Competence on Performance**

According to Sedarmayanti (2015: 126), "Competency (competency) is a fundamental characteristic that a person has that directly affects or can predict excellent performance."

### **Theory of the Effect of Job Stress on Performance**

According to Sunyoto (2013: 215), "stress experienced by employees due to the environment they face will affect their performance and job satisfaction. So that management needs to improve the quality of the organizational environment for employees. By reducing the stress experienced by employees, it will certainly improve health in the body of the organization. "

## Conceptual Framework



**Figure 1. Conceptual Framework**

## Research Hypothesis

A hypothesis can be interpreted as a temporary answer to the problem posed, and the answer will still be tested empirically for its correctness. Based on the problem formulation that has been described, the hypothesis is a temporary conclusion how the influence of two independent variables on one dependent variable. The hypotheses in this study are:

- H1: Communication partially affects the performance of employees at PT Atmindo Tbk
- H2: Competence partially affects the performance of employees at PT Atmindo Tbk.
- H3: Job stress partially affects employee performance at PT Atmindo Tbk.
- H4: Communication, competence and work stress simultaneously affect employee performance at PT Atmindo Tbk.

## 3. Methodology

This research was conducted at the address of Jalan Sei Sudahai Km 2,4 No.30-38, Desa Dagang Kelambir 20362 Tanjung Morawa - North Sumatra. The research period starts in April 2020 and is planned to be completed in February 2021. The approach in this research is a quantitative research method. According to Sugiyono (2017: 14), "quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative / statistical in order to test the hypothesis that has been set."

In this study, researchers used descriptive and quantitative research methods. According to Sugiyono (2012: 29), "descriptive statistics are statistics that function to describe or provide an overview of the object under study through sample or population data as they are, without analyzing and making applicable conclusions". Meanwhile, quantitative statistics, according to Sugiyono (2012: 23), are "data in the form of numbers or quantitative data which are assessed (scoring)". The nature of the research used is descriptive explanatory. according to Zulganef (2013: 11), "explanatory research is research that aims to examine the causality between variables that explain a particular phenomenon."

According to Sugiyono (2015: 117), "population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn." Researchers took the population in this study as many as 135 employees. According to Sugiyono (2017: 124), "The way to determine the number of research samples is to use Slovin:

$$n = N / ((1 + \sqrt{Ne})^2)$$

Information:  $n$  = sample size,  $N$  = population size,  $e$  = percentage of leeway not careful due to sampling error that can be tolerated by 5%, then:

$$n = 135 / ((1 + \sqrt{135(0.05)})^2) = 100.93$$

The results of the above calculations, the research sample is 100 people from a population of 135 randomly, 100 people as the sample, while as many as 35 employees who will test the validity and reliability are taken outside the sample so that the total respondents are 100 people. In this study, data collection related to the problems examined by the researcher was carried out by: (1) Interview (Interview) (2) Questionnaire (Questionnaire) (3) Documentation Study

According to Algifari (2015: 9), "there are many ways used to collect data, for example, researchers come directly to the object to be studied, through a questionnaire, or from reports published by an agency. If the data obtained directly from the object to be studied, either directly come to the object, or through a questionnaire, then the data is called primary data. While data obtained from publications / reports of an institution, the data is called secondary data.

### **Test the Validity and Reliability of Variable Instruments**

According to Torang (2016: 289), the validity test is intended to measure whether a questionnaire is valid or not. The test to determine the significance or insignificance by comparing the calculated  $r$  value with the table value for degree of freedom =  $n-k$  in  $\alpha$  0.05.

- If  $r_{\text{count}} > r_{\text{table}}$  and is positive, it means that the question item is said to be valid.
- If  $r_{\text{count}} < r_{\text{table}}$  and is negative, it means that the question item is said to be invalid.

Validity and reliability testing was carried out at PT Atmindo Tbk as many as 35 respondents. According to Torang (2016: 291), the reliability test is intended to measure the questionnaire which is an indicator of the variable. Question items are said to be reliable if a person's answer to the question is consistent. In this measurement, the reliability of the question items was once distributed by distributing questionnaires to respondents, then the result of the second score was measured the correlation between the answer scores on the same questions with the help of the SPSS program with the Cronbach Alpha ( $\alpha$ ) facility. a construct or variable is said to be reliable if it gives a Cronbach alpha value  $> 0.60$ . (1) Cronbach Alpha  $> 0.60$  means reliable (2) Cronbach Alpha  $< 0.60$  means not reliable

### **Normality Test**

According to Siregar (2014: 153), "the purpose of conducting a normality test on a series of data is to determine whether the data population is normally distributed or not. The normality of the data can be seen using the Kolmogorov Smirnov normal test, namely. (1) If  $\text{sig} > 0.05$  then the distribution is normal and (2) If  $\text{sig} < 0.05$  then the distribution is not normal

### **Multicollinearity Test**

According to Surjaweni (2014: 185), "a multicollinearity test is needed to determine whether or not there are independent variables that have similarities between the independent variables in a model." If the resulting VIF is between 1-10 then there is no multicollinearity.

### **Heteroscedasticity Test**

According to Surjaweni (2014: 186), "the heteroscedasticity test aims to test the difference in residual variance from one observation period to another." Glejser test, that is, if the significant value is greater than 0.05 then the regression model does not occur heteroscedasticity problems.

### **Research Model**

Referring to the research objectives and hypotheses, the research model used is multiple linear regression analysis. According to Siregar (2014: 405), "multiple regression is the development of simple linear regression, namely tools that can be used to predict future demand, based on past data or to determine the effect of one or more independent variables." to a variable that is not free (dependent) ". Multiple linear regression equation model as follows:

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

Information: Y = Employee Performance, X1 = Competence, X2 = Communication, X3 = Job Stress, a = Constants, b<sub>1,2,3</sub> = Regression Coefficient, e = Standard Error (5%)

### **Coefficient of Determination**

According to Aligrafi (2015: 200), "the coefficient of determination can be used as a guide to determine the extent to which the independent variable can explain variations in the dependent variable". The amount of the coefficient of determination is the square of the correlation coefficient. The fundamental weakness of using the coefficient of determination is that it is base to the number of independent variables that are included in the model. For each additional one independent variable, the coefficient of determination will increase regardless of whether the variable has a significant effect on the dependent variable. Therefore, many researchers recommend using an adjusted R<sup>2</sup> value when evaluating which regression model is the best. Unlike R<sup>2</sup>, the adjusted R<sup>2</sup> value can increase or decrease if one independent variable is added to the model.

### **Simultaneous Hypothesis Testing (F-Test)**

According to Sunyoto (2012: 137), "The purpose of the F test is to see the effect of the independent variables simultaneously in one model. The research criteria for the F test, namely

- H<sub>0</sub> is accepted if F<sub>count</sub> ≤ F<sub>table</sub>, the significant level is α = 5%
- H<sub>a</sub> is accepted if F<sub>count</sub> > F<sub>table</sub>, the significant level is α = 5%

### **Partial Hypothesis Testing (t-test)**

According to Sunyoto (2012: 135-136), "The purpose of using the t-test is to see the effect of each independent variable on the dependent variable". decision making criteria are.

- H<sub>0</sub> is accepted if t<sub>table</sub> ≤ t<sub>count</sub> ≤ t<sub>table</sub> (with a significant level α = 5%).
- H<sub>a</sub> is accepted if t<sub>count</sub> < t<sub>table</sub> or t<sub>count</sub> > t<sub>table</sub> (with a significant level α = 5%)

## **4. Result and Discussion**

### **Company Overview PT Samudera Raya Berjaya**

In 1975 a license agreement was signed between PT AMINDO and Deutsche Babcock Werke A.G Germany, which was then the main program of the company began to run in 1975 as the first company in Indonesia to produce two types of boilers, namely water tube boilers and fire tube boilers. The main product produced by PT. ATMINDO is a type of water pipe boiler, fire pipe and door sterilizer PT. ATMINDO is located at the address of Jalan Sei Sudahai Km 2,4 No.30-38, Desa Dagang Kelambir 20362 Tanjung Morawa - North Sumatra. All activities, both administration and manufacturing are centered at this location.

Starting from receiving orders from consumers, manufacturing, shipping products, to ordering raw materials and other administrative activities. Some of the products produced by PT. ATMINDO

is very large, so it cannot be assembled at the company. For products like this, PT. ATMINDO will send its employees to the location for installation in the field and take full responsibility until the product can operate properly.

### **Characteristics of Respondents**

The results of data collection carried out on 100 employees obtained the characteristics of the respondents based on the aspects which can be seen in the table below:

**Table 1. Characteristics of Respondents by Age**

No	Gender	Total	Percentage
1	20-30 Year	65	65%
2	30-40 Year	25	25%
3	> 41 Year	10	10%
Total		100	100

*Source: Research Results, 2019 (processed)*

Respondents in this study were respondents aged 20-30 years as many as 65 people (65%), respondents aged 30-40 years were 25 people (25%), and respondents aged over 41 years were 10 people (10%). Based on these results, the majority of respondents were 20-30 years old. This is because it is easier to make changes to the office work system and lift materials to be sold to consumers.

**Table 2. Characteristics of Respondents by Gender**

No	Education	Total	Percentage
1	Men	70	70%
2	Woman	30	30%
Total		100	100

*Source: Research Results, 2019 (processed)*

Shows that the respondents in this study were as many as 70 people (70%) were female and as many as 30 people (30%) were male. This means that the majority of respondents are male because it is easier to work because male employees are easier to carry out operational activities because they are associated with lifting building items.

**Table 3. Characteristics of Respondents Based on Latest Education**

No	Age	Total	Percentage
1	Higher School	40	40%
2	Diploma	30	30%
3	Bachelor	30	30%
Total		100	100

*Source: Research Results, 2019 (processed)*

The respondents in this study were 40 people (40%) who had a high school education level, 30 people (30%) had a D-3 education level and as many as 30 people (30%) had an S1 education level. Based on the results that the majority of respondents have high school education level. This is because the company does not prioritize higher education so that more employees are in high school.

**Table 4. Characteristics of Respondents Based on Length of Work**

No	Age	Total	Percentage
1	<1 Year	30	30%
2	1-3 Year	50	50%
3	>3 Year	20	20%
Total		100	100

*Source: Research Results, 2019 (processed)*

Respondents in this study were 30 people (30%) who had worked for less than 1 year, as many as 50 people (50%) who had worked for 1-3 years and as many as 20 people (20%) who had worked more than 4 years. year. The majority of respondents in this study have worked 1-3 years, this is because many employees have a low level of loyalty.

### **Descriptive Statistics**

The following are descriptive statistics of the minimum, maximum and average answers of respondents, namely:

**Table 5. Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Communication (X1)	100	2.00	5.00	3.3400	.79417
Competency (X2)	100	1.00	5.00	3.6700	.77921
Job Stress (X3)	100	1.50	5.00	3.2367	.96580
Performance (Y)	100	1.38	5.00	2.7688	.78925
Valid N (listwise)	100				

*Source: Primary data processed, 2019*

Table 5 can be seen that the statistical descriptive competency variable with a sample of 100 respondents has an average of 3.34 with a minimum value of 2 and a maximum value of 5 and a unit with a standard deviation of 0.79417. The descriptive statistics of the discipline variable with a sample of 100 respondents had an average of 3.6700 with a minimum value of 1 and a maximum value of 5 and a unit with a standard deviation of 0.77921.

Descriptive statistical work stress variable with a sample of 100 respondents has an average of 3.2367 with a minimum value of 1 and a maximum value of 5 and a unit with a standard deviation of 0.96580. Statistical descriptive of employee performance variables with a sample of 100 respondents has an average of 2.7688 with a minimum value of 1 and a maximum value of 5 and a unit with a standard deviation of 0.78925.

### **Research Model**

Hypothesis testing used in this study is to use multiple linear regression analysis. The regression model used is as follows:

**Table 6. Results of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.506	.601		2.506	.014		
	Communication	.291	.093	.293	3.141	.002	.913	1.095
	Competency	.224	.092	.222	2.430	.017	.957	1.045
	Job Stress	-.165	.078	-.202	-2.121	.037	.876	1.142

a. Dependent Variable: Performance (Y)

Source: Research Results, 2019 (processed)

$$Y = 1.506 + 0.291X_1 + 0.224X_2 - 0.165X_3 + e$$

The meaning of the multiple linear regression equation above is:

- Note that the constant value is 1.506. This value can be interpreted if communication, competence, work stress does not affect the performance dependent variable, then the value of the performance dependent variable is 1.506.
- It is known that the regression coefficient of communication is 0.291. This value can be interpreted that when communication increases by 1 unit, the performance increases by 0.291.
- It is known that the value of the regression coefficient of competence is 0.224. This value can be interpreted that when the competency increases by 1 unit, the performance increases by 0.224.
- It is known that the regression coefficient value of work stress is -0.165. This value can be interpreted that when the work stress increases by 1 unit, then the performance decreases by -0.165.

The t-table value for probability 0.05 at degrees of freedom (df) = 100-4 = 96 is 1.98. Thus the results of the t test can be explained as follows:

- It is known that the coefficient value of communication is 0.291, which is positive. This means that communication has a positive effect on performance. It is known that the Sig value of the communication variable is 0.002 < 0.05 and t count | 3.141 | > t table | 1,98 |, then communication has a positive and significant effect on performance.
- It is known that the coefficient value of competency is 0.224, which is positive. This means that competence has a positive effect on performance. It is known that the Sig value of the competency variable is 0.017 < 0.05 and t count | 2,430 | > t table | 1,98 |, then competence has a positive and significant effect on performance.
- It is known that the coefficient value of work stress is -0.165, which is negative. This means that job stress has a negative effect on performance. It is known that the Sig value of the work stress variable is 0.037 < 0.05 and t count | -2.121 | > t table | 1,98 |, then job stress has a negative and significant effect on performance

### Hypothesis Determination Coefficient

The coefficient of determination is intended to determine how much the ability of the model to explain the dependent variable. The coefficient of determination can be seen from the Adjusted R Square figure.



**Table 7. Determination Coefficient Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486 <sup>a</sup>	.236	.212	.70040

*Source: Research Results, 2019 (processed)*

Table 7, It is known that the coefficient of determination (R-Square) is 0.236. This value can be interpreted that the variables of communication, competence, work stress can affect performance by 23.6%, the remaining  $100\% - 23.6\% = 76.4\%$  is explained by other variables or factors.

### **Simultaneous Hypothesis Testing (Test - F)**

The F test is used to show whether all the independent variables included in the model have a joint influence on the dependent variable.

**Table 8. Simultaneous Test (Test - F)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.574	3	4.858	9.903	.000 <sup>a</sup>
	Residual	47.094	96	.491		
	Total	61.668	99			

*Source: Research Results, 2019 (processed)*

Table 8, It is known that the F count is 9.903 and the Sig. is 0.000. It is known that the value of F count  $9.903 > F \text{ table } 2.69$  and the value of Sig is  $0.000 < 0.05$ , so communication, competence, work stress together or simultaneously has a significant effect on performance.

### **Partial Hypothesis Testing (Test - t)**

The t test is used to determine whether there is a significant (significant) relationship or influence between the independent variables partially on the dependent variable.

The t-table value for probability 0.05 at degrees of freedom ( $df = 100 - 4 = 96$ ) is 1.98. Thus the results of the t test can be explained as follows:

1. It is known that the coefficient value of communication is 0.291, which is positive. This means that communication has a positive effect on performance. It is known that the Sig value of the communication variable is  $0.002 < 0.05$  and t count  $| 3.141 | > t \text{ table } | 1,98 |$ , then communication has a positive and significant effect on performance.

2. It is known that the coefficient value of competency is 0.224, which is positive. This means that competence has a positive effect on performance. It is known that the Sig value of the competency variable is  $0.017 < 0.05$  and t count  $| 2,430 | > t \text{ table } | 1,98 |$ , then competence has a positive and significant effect on performance.

3. It is known that the coefficient value of work stress is -0.165, which is negative. This means that job stress has a negative effect on performance. It is known that the Sig value of the work stress variable is  $0.037 < 0.05$  and t count  $| -2.121 | > t \text{ table } | 1,98 |$ , then job stress has a negative and significant effect on performance.

## **5. Conclusion**

All independent variables, namely variables of communication, competence, work stress are able to influence performance by 23.6%, the remaining  $100\% - 23.6\% = 76.4\%$  are explained by other

variables or factors. Based on the simultaneous test results with the F test, communication, competence, work stress together or simultaneously have a significant effect on performance.

It is known that the coefficient of communication is 0.291, which is positive. This means that communication has a positive effect on performance. It is known that the Sig value of the communication variable is  $0.002 < 0.05$  and  $t \text{ count } | 3.141 | > t \text{ table } | 1,98 |$ , then communication has a positive and significant effect on performance. It is known that the coefficient value of competence is 0.224, which is positive. This means that competence has a positive effect on performance. It is known that the Sig value of the competency variable is  $0.017 < 0.05$  and  $t \text{ count } | 2,430 | > t \text{ table } | 1,98 |$ , then competence has a positive and significant effect on performance.

It is known that the coefficient value of work stress is -0.165, which is negative. This means that job stress has a negative effect on performance. It is known that the Sig value of the work stress variable is  $0.037 < 0.05$  and  $t \text{ count } | -2.121 | > t \text{ table } | 1,98 |$ , then job stress has a negative and significant effect on performance.

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