

**THE INFLUENCE OF COMMUNICATION TOWARDS THE EMPLOYEE'S  
WORKING PERFORMANCE AT STMIK AMIKOM SURAKARTA**

**AN ARTICLE**

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**STMIK AMIKOM SURAKARTA**

**2025**



## HALAMAN PERSETUJUAN PROPOSAL PENELITIAN

Diajukan kepada STMIK AMIKOM Surakarta  
Melalui Lembaga Penelitian dan Pengabdian kepada Masyarakat

**Judul** : The Influence of Communication Towards the  
Employee's Working Performance at STMIK  
AMIKOM Surakarta

**Skema Penelitian** : Mandiri

**Ketua Pelaksana:**

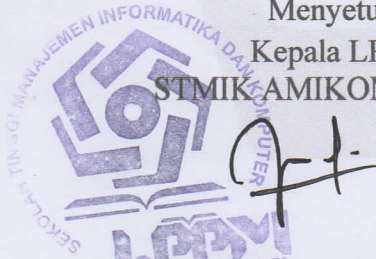
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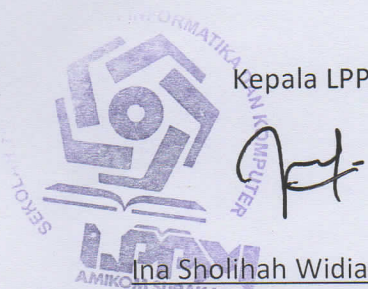
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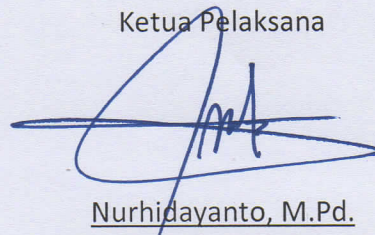
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Untuk melaksanakan kegiatan Penelitian **"The Influence Of Communication Towards The Employee's Working Performance At STMIK AMIKOM Surakarta"**, yang akan dilaksanakan pada bulan Juli - Desember 2025 .

Demikian surat tugas ini dibuat untuk dapat dipergunakan seperlunya.

Surakarta, 25 Juli 2025

  
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## HALAMAN PENGESAHAN LAPORAN HASIL PENELITIAN

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# THE INFLUENCE OF COMMUNICATION TOWARDS THE EMPLOYEE'S WORKING PERFORMANCE AT STMIK AMIKOM SURAKARTA

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**Abstracts:** Communication constitutes the main part of human life. In an organization, communication skills is keenly needed to attain to its purposes. This research was aimed at investigating the influences of communication towards the employee's working performance at STMIK AMIKOM Surakarta. The writer identified that communication which consists of (3) three independent variables –skills (X<sub>1</sub>), attitudes (X<sub>2</sub>) and knowledge (X<sub>3</sub>), influences working performance (dependent variable =Y). The problem formulated then was whether there is an influence of the three independent variables) on working performance (Y).

The analysis done to answer the research hypotheses of 1) whether or not X<sub>1</sub>, X<sub>2</sub>, and X<sub>3</sub> partially and integrally influence Y and 2) whether the X<sub>3</sub> is the most dominant factor. Data found by distributing questionnaires to 85 employees. The data were valid ( $r_{\text{calc}} > r_{\text{table}}$ ) and reliable (Alpha Cronbach > 0,60) The analysis yielded 1) that the employees' skills (X<sub>1</sub>) positively and significantly influenced working performance (Y) as seen at the value of  $t_{\text{calculation}} > t_{\text{table}}$  (2,234 > 1,6636); 2) that the employees' attitudes (X<sub>2</sub>) positively and significantly influenced working performance (Y) ( $t_{\text{calculation}}$  4,144 >  $t_{\text{table}}$  1,6636); 3) that the employees' knowledge (X<sub>3</sub>) positively and significantly influenced working performance (Y) ( $t_{\text{calculation}}$  2,508 >  $t_{\text{table}}$  1,6636) 4)  $F_{\text{test}}$  done yielded that X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> simultaneously influenced working performance (Y) and lastly 5) the regression formula  $Y = 4,884 + 0,188X_1 + 0,366X_2 + 0,199X_3$  shows that the most dominant factor is attitudes (X<sub>2</sub>) since the biggest regression coefficient (0,366).

Key words: communication, working performance, regression

## Introduction

Human resources are crucial for a company (including AMIKOM Surakarta) in managing, organizing, and utilizing employees so that they can function productively to achieve goals. A company's human resource department must be managed professionally to achieve a balance between employee needs and the demands and capabilities of the organization. This balance is key to a company's productive and sustainable growth.

The development of a company's business is highly dependent on the productivity of its workforce. Therefore, professionalism must begin with employee recruitment, selection, placement according to their abilities, training, and career development. It is not normal for many employees who are potentially highly capable to fail to achieve their goals. This may be due to psychological factors such as unsuitable positions, or a work environment that does not provide a sense of security for them, or perhaps due to misunderstandings in communication between superiors and subordinates or between employees within the company.

Communication is a crucial factor in achieving a business organization's goals. A leader must regularly communicate with his or her subordinates to achieve the desired goals. Communication is the process of transferring information, understanding, and comprehension from one person, place, or thing to another. Resuming communication definitions, as defined by experts, is a process of exchanging information, ideas, or feelings, involving both sending and receiving messages, often with the aim of creating shared understanding and influencing actions.

In achieving organizational goals, messages can be transferred from the sender to the sender. The communication process enables organizational members to exchange information using a common language or symbols. Furthermore, through the communication process, something meaningful for the organization can be achieved. In general, communication has two important functions: Stress as something that involves 1) Communication enables the exchange of information and Communication helps connect a group of members within an organization who are otherwise isolated from other members.

Good communication within an organization will drive better employee performance. By performing better, they expect better rewards to meet their employees' needs. Based on the background description above, the author is interested in conducting this research.

## **Underlying Theories**

### **a. Communication**

It is a transaction where participants together create meanings through the exchange of symbols. William Scott states that communication is a process which involved the transmission and accurate replication of ideas, ensured by feedback for the purpose of eliciting actions, which will accomplish organizational goods [1]. The communication transaction involves two or more people who construct meaning together. They have to take one another into account, and have to work together according to a set of conventionalized rules [2].

All organizations regard effective communication as essential for survival. Without it a business would not exist. Businesses (including education) are concerned with a wide range of communication activities. First of all, it within the company has to be as effective as possible, that involves a wide range of activities to ensure good upward, downward, and lateral or sideways communication [3].

Effective communication must occur between and among the top, middle and bottom level of management. It places heavy demands on managers and subordinates alike. Managers have to be prepared to listen to criticism or to new ideas that might seem threatening. They have to foster an atmosphere of openness and trust. They should also strive to be as objective as possible. In an organization there must exist two-way communication that stress the great importance of feedback and constant interaction (knowledge, attitudes, and skills) during communication [4].

### **b. Employee Working Performance**

Employee performance is a behavior of an employee when he or she is performing a job or task [5]. It is something or outcome produced by the employees in the organization [6]. Employee performance involves the achievement of each employee in accordance with the organization's regulations, requirements and expectation. Employee performance is the result of ability, effort and perception of task from the employees [7], [8]. It helps to enhance the productivity of the organization by improving efficiency and effectiveness of the tasks. Excellent employee performance creates outcomes like high quality and

high productivity among employees in the organization [9]. The morale and energy of the employees will be boosted when people surrounding them are doing their job effectively [10]. The way on how organization communicates with its employee reflects the performance of its employees. Effective communication allows employees in an organization to become productive and efficient [11].

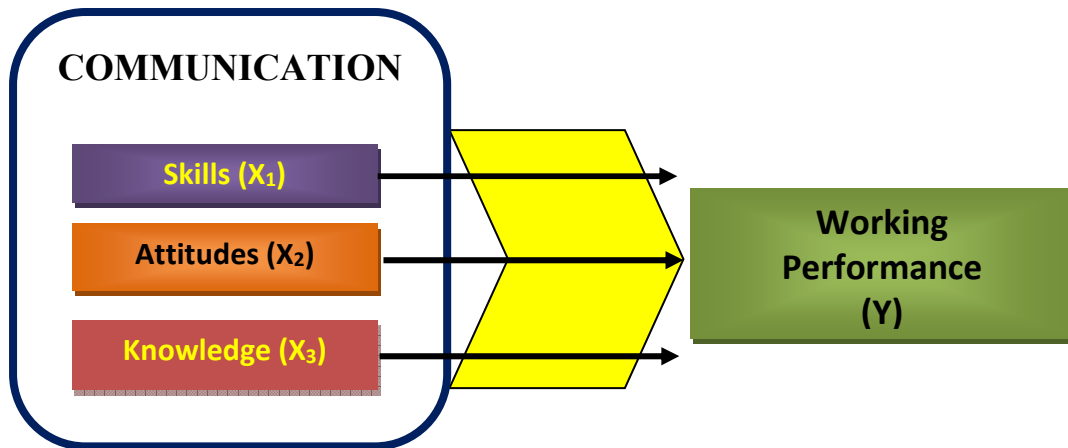


Figure 1  
Research Conceptual Framework

## Research Method

The research was done at STMIK AMIKOM Surakarta from April until July 2025. It is a correlational research since it tried to know the influence of employee's communication (skills, attitudes and knowledge) towards their working performance. The research approach used was quatitative to prove the research hyphothesis.

**Population and Sample:** All employees at STMIK AMIKOM Surakarta consisting of lectures and administrative employees are totally 85 in number.

**Data Collection Technique:** The instrument used in this research is questionnaire consisted of questions in likert scale of 5.

**Data Analysis:** Complex Regression Analysis: Applied to know the influence of communication (skills, attitudes and knowledge) towards the employees' working performance .  $Y = 4,884 + 0,188X_1 + 0,366X_2 + 0,199X_3$  shows that the most dominant factor is attitudes (X<sub>2</sub>) since the biggest regression coefficient (0,366).



$t_{test}$  yielded 1) that the employees' skills ( $X_1$ ) positively and significantly influenced working performance (Y) as seen at the value of  $t_{calculation} > t_{table}$  ( $2,234 > 1,6636$ ); 2) that the employees' attitudes ( $X_2$ ) positively and significantly influenced working performance (Y) ( $t_{calculation} 4,144 > t_{table} 1,6636$ ); 3) that the employees' knowledge ( $X_3$ ) positively and significantly influenced working performance (Y) ( $t_{calculation} 2,508 > t_{table} 1,6636$ )

Finally,  $F_{test}$  done yielded that  $X_1$ ,  $X_2$  and  $X_3$  simultaneously influenced working performance (Y) and lastly 5) the regression formula  $Y = 4,884 + 0,188X_1 + 0,366X_2 + 0,199X_3$  shows that the most dominant factor is attitudes ( $X_2$ ) since the biggest regression coefficient (0,366

## Research Findings

### A. Instrument Test Tools

#### 1. Validity Test (*SPSS 13 for Windows*)

Table 1 of Skills

Items	$r_{calculation}$ n = 85	$r_{table}$ df: n-2	Criteria
1	0,686	0,213	Valid
2	0,698	0,213	Valid
3	0,813	0,213	Valid
4	0,718	0,213	Valid
5	0,669	0,213	Valid

Table 2 of Attitudes

Items	$r_{calculation}$ n = 85	$r_{table}$ df: n-2	Criteria
6	0,626	0,213	Valid
7	0,643	0,213	Valid
8	0,667	0,213	Valid
9	0,655	0,213	Valid
10	0,543	0,213	Valid

Table 3 of Attitudes

Items	$r_{calculation}$ n = 85	$r_{table}$ df: n-2	Criteria
11	0,547	0,213	Valid
12	0,552	0,213	Valid
13	0,635	0,213	Valid
14	0,601	0,213	Valid
15	0,560	0,213	Valid

All  $r_{calculation}$  are positive and greater than  $r_{table}$ , and verified to be valid.

Table 4 Validity Test of Working Performance

Items	$r_{\text{calculation}}$ n = 85	$r_{\text{table}}$ df: n-2	Criteria
16	0,672	0,213	Valid
17	0,562	0,213	Valid
18	0,646	0,213	Valid
19	0,703	0,213	Valid
20	0,553	0,213	Valid

All  $r_{\text{calculation}}$  are positive and greater than  $r_{\text{table}}$ , and verified to be valid.

## 2. Reliability Test (SPSS 13 for Windows)

Table 5

Variables	Cronbach Alpha	Cronbach Alpha Reliable	Criteria
Skills ( $X_1$ )	0,880	0,060	Reliable
Attitudes ( $X_2$ )	0,829	0,060	Reliable
Knowledge ( $X_3$ )	0,797	0,060	Reliable
Working Performance (Y)	0,827	0,060	Reliable

All Cronbach Alpha Values are greater than 0.060 that all variables are verified to be reliable.

## B. Data Analysis

### 1. Complex Regression Analysis

Table 6  
Complex Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.884	1.412		3.460	.001
skills	.188	.084	.232	2.344	.028
attitudes	.366	.088	.437	4.144	.000
knowledge	.199	.079	.226	2.508	.014

The regression equation then is formulated as;

$$Y = 4,884 + 0,188X_1 + 0,366X_2 + 0,199X_3$$

#### a. Constanta 4,884

Means that when Skills ( $X_1$ ) Attitudes ( $X_2$ ) and Knowledge ( $X_3$ ) are null (0), the value of working performance is 4.884

#### b. $\beta_1 = 0,188$

If values of Attitudes ( $X_2$ ) and knowledge ( $X_3$ ) are null (0), every 1 unit raising value of Skills ( $X_1$ ) will increase the employees' working performance in 0,188.

c.  $\beta_2 = 0,366$

If values of Skills ( $X_1$ ) and knowledge ( $X_3$ ) are null (0), every 1 unit raising value of Attitudes ( $X_1$ ) will increase the employees' working performance in 0,366.

d.  $\beta_3 = 0,199$

If values of Skills ( $X_1$ ) and attitudes ( $X_3$ ) are null (0), every 1 unit raising value of Knowledge ( $X_2$ ) will increase the employees' working performance in 0,199.

It is concluded then that the most dominant factor is attitudes ( $X_2$ ) since the biggest regression coefficient (0,366).

## 2. Determination Test

The test is to find how big the contribution of independent variables (X) towards the dependent variable (Y).

Table 7  
Determination Table  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 <sup>a</sup>	.632	.618	1.029

a. Predictors: (Constant), skills, attitudes, knowledge

The table shows that  $R^2$  value of 0,632 means that 63,2% of the employees' working performance is influenced by variables of skills, attitudes and knowledge. While the rest of 36,8% of the employees' working performance is influenced by other variables not being investigated.

## 3. Hypothesis Test Analysis

### a. Simultaneous Test (F Test)

$H_0$  is accepted when  $F_{\text{calculation}} \leq F_{\text{table}}$

$H_0$  is denied when  $F_{\text{calculation}} > F_{\text{table}}$

$F_{\text{Table}}$  in level significance  $\alpha = 5\%$  degree of freedom (df) numerator (k) = 3 and df denominator =  $n - k - 1 = 85 - 3 - 1 = 81$  is 2,717



Table 8  
Test of F<sub>calculation</sub>  
ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	146.959	3	48.986	46.275	.000 <sup>a</sup>
	Residual	85.747	81	1.059		
	Total	232.705	84			

a. Predictors: (Constant), skills, attitudes, knowledge

b. Dependent Variable: working performance

Table 8 shows that value of  $F_{\text{calculation}} 46,276 > F_{\text{table}} 2,717$ , meaning that **H<sub>0</sub> Denied** –means that there is a simultaneous significant influence between ( $X_1$ ), ( $X_2$ ) and ( $X_3$ ) towards employees' working performance (Y)

b. Partial Test Analysis (t-Test)

Individually test done upon the influence of each of independent variables towards the dependent variable. Table 9 shows the resulted calculation.

Table 9  
t-Test Calculation

Variables	T <sub>calculation</sub>	t <sub>table</sub>	Sig.
Skills	2,234	1,6634	0,028
Attitudes	4,144	1,6634	0,000
Knowledge	2,508	1,6634	0,014

1) Skills ( $X_1$ )

The research hypothesis that skills positively and significantly influence the employees' working performance.

If  $t_{\text{table}} \leq t_{\text{calculation}} \leq t_{\text{table}}$ , the  $H_0$  is accepted.

If  $t_{\text{calculation}} > t_{\text{table}}$  or  $-t_{\text{calculation}} < -t_{\text{table}}$  the  $H_0$  is denied.

With degree of freedom (df):  $n-2 = 85 - 2 = 83$

$$t_{\text{table}} = t(\alpha; n-2) = (5\% ; 83) = 1,6634$$

It shows that  $t_{\text{calculation}} (2,234) > t_{\text{table}} (1,6634)$ ,  $H_0$  denied means that ( $X_1$ = skills) positively and significantly influence the employees' working performance (Y).

## 2) Attitudes ( $X_2$ )

The research hypothesis that attitudes positively and significantly influence the employees' working performance.

If  $t_{table} \leq t_{calculation} \leq t_{table}$ , the  $H_o$  is accepted.

If  $t_{calculation} > t_{table}$  or  $-t_{calculation} < -t_{table}$  the  $H_o$  is denied.

With degree of freedom (df):  $n-2 = 85 - 2 = 83$

$$t_{table} = t(\alpha; n-2) = (5\% ; 83) = 1,6634$$

It shows that  $t_{calculation} (4,1444) > t_{table} (1,6634)$ ,  $H_o$  denied means that ( $X_2$ =attitudes) positively and significantly influence the employees' working performance (Y)

## 3) Knowledge ( $X_3$ )

The research hypothesis that knowledge positively and significantly influence the employees' working performance.

If  $t_{table} \leq t_{calculation} \leq t_{table}$ , the  $H_o$  is accepted.

If  $t_{calculation} > t_{table}$  or  $-t_{calculation} < -t_{table}$  the  $H_o$  is denied.

With degree of freedom (df):  $n-2 = 85 - 2 = 83$

$$t_{table} = t(\alpha; n-2) = (5\% ; 83) = 1,6634$$

It shows that  $t_{calculation} (2,508) > t_{table} (1,6634)$ ,  $H_o$  denied means that ( $X_3$ = knowledge) positively and significantly influence the employees' working performance (Y).

From the table, it is found also that  $t_{calculation}$  of attitudes (4.144)  $>$   $t_{calculation}$  of knowledge (2.508)  $>$   $t_{calculation}$  of skills (2.234) could be concluded that  $X_2$  (variable of attitudes) is the most dominant influencing factor towards employees' working performance (Y)

**Implication** The research finding implicates not only theoretically but also methodologically and practically: **Theoretically**, the findings support any existed theories especially those which have closed relation to communication (skills, attitudes and knowledge) and employees' working performance. It also implicates

that future investigation on any factors affect employees' working performance are needed. **Practically**, the research implicates that STMIK AMIKOM Surakarta should 1) give more attention to communication attitudes between/among the top management and employees in order to get excellent working performance. 2) the top management should give more care of such things as skills and knowledge of the employees to avoid/lessen misunderstanding 3) Employees are expected to be able to convey information quickly and correctly in communication so that they can create harmonious relationships, both between employees and with management.

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