

THE RELATIONSHIP BETWEEN COMMUNICATION AND EMPLOYEE PERFORMANCE IMPROVEMENT THROUGH THE QUALITY MANAGEMENT SYSTEM AT PT SURYA BUDDI UTAMA

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ABSTRACT

This research is motivated by the fact that communication at PT Surya Buddi Utama has not been fully optimized, which has the potential to decrease employee performance. Communication is a crucial aspect in supporting the company's objectives, particularly when viewed from the principles of the ISO 9001:2015 Quality Management System, which emphasizes the effectiveness and clarity of information. This study employed a quantitative approach by distributing questionnaires to 60 respondents and analyzing the data using a simple regression test to determine the influence of communication on employee performance. The findings reveal that communication at PT Surya Buddi Utama is categorized as effective based on the analysis of the ISO 9001:2015 Quality Management System, while employee performance is categorized as good under the same framework. Regression analysis further indicates a positive and significant influence of communication on employee performance. Therefore, more structured communication aligned with ISO 9001:2015 principles is required to enhance organizational outcomes.

Key words: Communication; Employee Performance; ISO 9001:2015; Quality Management System

INTRODUCTION

Employee performance is a critical issue in the business world, influenced by a complex array of factors such as human resource management, motivation, understanding of business processes, and the effectiveness of communication. Suboptimal communication, for example, unclear information delivery or the use of inappropriate media, significantly impacts daily work interactions (Asih et al., 2018). Patty & Rahanra (2025) further assert that employee performance is influenced by the individual's physical quality, communication effectiveness, and the availability of supporting infrastructure.

Table 1. Recapitulation of Key Performance Indicators (KPIs) Facilities and Building Maintenance in PT Surya Buddi Utama

No	KPI Category	KPI Weight	2022	2023	2024
1	HES Performance and Implementation	36%	31%	31%	31%
2	Contract Compliance Service, Including Quality and Ethics	50%	41.5%	39.5%	37.5%
3	Reporting	14%	8%	8%	8%
Total		100%	80.5%	78.5%	76.5%

Source: Supervisor Division of PT Surya Buddi Utama (Period 2022 to 2024)

Data from the Key Performance Indicators (KPI) of PT Surya Buddi Utama indicate a downward trend in performance from 2022 to 2024, particularly in the aspect of service and personnel communication, which only achieved 1% of the total KPI weight. This decline signals a serious internal communication problem that affects service quality and the achievement of work standards. This condition is consistent with the findings of Daeli et al. (2024), Susanto et al. (2025), and Hoyle (2017), all of whom emphasize the importance of communication in enhancing motivation, adherence to the ISO 9001:2015 standard, and operational efficiency.

According to Abuhav (2017), Clause 7.4 of ISO 9001:2015 highlights communication as a vital element in the Quality Management System (QMS) because it supports coordination, clarifies roles, and ensures procedural compliance. Fitri et al. (2023) add that open and transparent communication can increase employee satisfaction, motivation, and performance. Therefore, communication is an essential component of human resource management strategy.

This study employs a quantitative approach to measure the influence of communication on employee performance. This approach was selected due to its ability to generate objective, measurable, and generalizable data (Sekaran, 2006).

The urgency of this research lies in the need to understand the extent to which communication affects employee performance within the implementation of the ISO 9001:2015 QMS. As stated by Rizki & Arianto (2024), a deep understanding of the communication aspect can help companies design more effective strategies to support quality consistency and business objectives.

METHOD

According to Sahir (2022), the research method is a process for discovering, developing, and testing the truth of knowledge through a scientific approach. This aligns with Mulyani (2021), who states that research methods are conducted objectively to obtain data that can be developed and proven to solve specific problems. This study aims to understand the influence of communication on employee performance by applying a quantitative method characterized by its empirical, rational, and systematic nature.

Sugiyono (2017) explains that research is an objective activity driven by the need for discovery, innovation, and field demands. This study utilizes a descriptive-verbatim method with a quantitative approach. The descriptive method functions to depict phenomena based on accurate data (Sahir, 2022), while the verbatim method aims to test hypotheses through statistical analysis (Sugiyono, 2017). The research was conducted at PT Surya Buddi Utama with a population of 60 employees, and the data were analyzed descriptively to provide an understanding of the influence of communication on employee performance

RESULTS AND DISCUSSION

Respondent Characteristics

Respondent Characteristics by Gender

Based on the data obtained from 60 student respondents at PT Surya Buddi Utama, information regarding respondent characteristics by gender is presented in the following image:

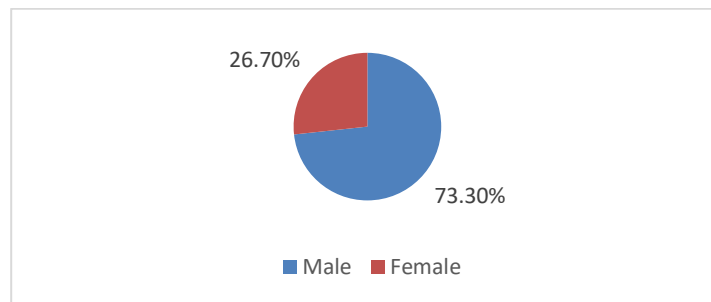


Figure 1. Respondent Characteristics by Gender

Respondent Characteristics by Age

Based on the data obtained from 60 student respondents at PT Surya Buddi Utama, information regarding respondent characteristics by age is presented in the following image:

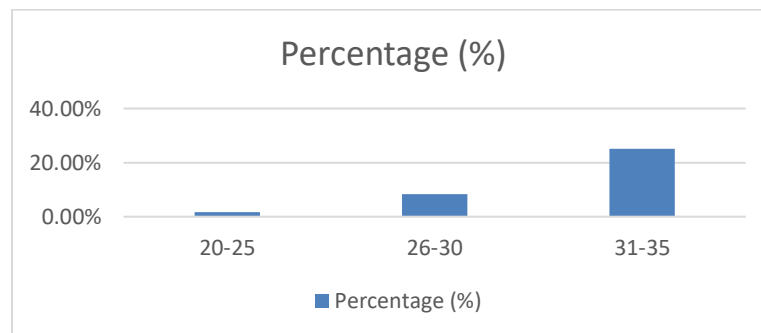


Figure 2. Respondent Characteristics by Age

Respondent Characteristics by Length of Service

Based on the data obtained from 60 student respondents at PT Surya Buddi Utama, information regarding respondent characteristics by length of service is presented in the following image:

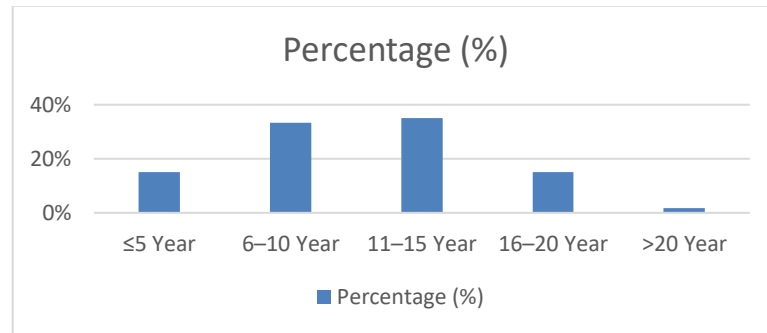


Figure 3. Respondent Characteristics Length of Service

Validity Test

Validity indicates the extent to which a research instrument is capable of measuring what it is intended to measure. In this study, the validity test was conducted using the Pearson Product Moment correlation technique. According to Sugiyono (2019), an instrument is considered valid if the calculated r-value is greater than the r-table at a 5% significance level. The validity test in this study was used to assess the instruments for the Communication variable (X) and Employee Performance variable (Y) at PT Surya Buddi Utama. Each questionnaire item was tested to ensure a correlation between the item score and the total score, thus ensuring the instruments accurately represent the research variables.

Table 2. Validity Test of Instrument Variable X (Communication)

No. Item	Rvalue	Rtable	Information
1	0,600	0,361	Valid
2	0,608	0,361	Valid
3	0,488	0,361	Valid
4	0,518	0,361	Valid
5	0,675	0,361	Valid
6	0,761	0,361	Valid
7	0,602	0,361	Valid
8	0,532	0,361	Valid
9	0,381	0,361	Valid
10	0,562	0,361	Valid
11	0,608	0,361	Valid
12	0,411	0,361	Valid
13	0,675	0,361	Valid
14	0,761	0,361	Valid
15	0,602	0,361	Valid
16	0,532	0,361	Valid

Table 3. Validity of Instrument Variable Y (Employee Performance)

No. Item	Rvalue	Rtable	Information
1	0,545	0,361	Valid
2	0,369	0,361	Valid
3	0,603	0,361	Valid
4	0,530	0,361	Valid
5	0,694	0,361	Valid
6	0,482	0,361	Valid
7	0,656	0,361	Valid
8	0,597	0,361	Valid
9	0,805	0,361	Valid
10	0,456	0,361	Valid

Reliability Test

Reliability describes the level of consistency of an instrument in measuring the research variables. The reliability test in this study was conducted using Cronbach’s Alpha. According to Sugiyono (2019), an instrument is declared reliable if the Cronbach’s Alpha value is greater than 0.70 (Cronbach’s Alpha>0.70), indicating good internal consistency. In this study, the reliability test was applied to the Communication (X) and Employee Performance (Y) variables at PT Surya Buddi Utama to ensure the consistency of respondents’ answers across the questionnaire items.

Table 4. Reliability Test

No.	Variables	Cronbach's Alpha	Information
1	Communication	0,869	Reliable
2	Employee Performance	0,769	Reliable

Hypothesis Testing Results

Table 5. Hypothesis Testing

Hypothesis	Estimate (β)	<i>p</i> -value ($< 0,05$)	Decision
Communication \rightarrow Employee Performance	0.433	0.001	H1 : Supported

Based on the table above, the regression coefficient (β) for the communication variable is 0.433 with a significance value (*p*-value) of 0.001. Since the significance value (0.001) is smaller than 0.05, it can be concluded that communication has a positive and significant influence on employee performance at PT Surya Buddi Utama.

CONCLUSION

The research findings lead to the following conclusions:

- 1) There is a positive and significant influence of communication on employee performance at PT Surya Buddi Utama.
- 2) Communication is in the good category, as shown by its indicators.
- 3) Employee performance is in the moderately good category, although there are still aspects that need improvement according to company standards.
- 4) The better the communication established in the work environment, the higher the employee performance in carrying out their duties and responsibilities.

As an implication, the company management is expected to strengthen the internal communication system to be more open, fast, and responsive in order to improve overall employee performance. It is also suggested that the company implement communication training programs for employees to effectively convey information and support the achievement of ISO 9001:2015 quality standards. Future research could consider adding other variables, such as work motivation or job satisfaction, and expanding the number of respondents to obtain a more comprehensive picture of the factors affecting employee performance.

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