

The Influence of Communication, Motivation, and Job Satisfaction on Employee performance

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ABSTRACT: Humans use communication as a channel to interact with each other in everyday life. Good communication is a necessary tool to achieve high-quality performance and maintain strong working relationships within the organization. Trust among employees can be built if everyone takes the time to deliver clear communication. Effective communication increases employee productivity and unites employees. This study aimed to analyze the influence of communication, motivation, and jobsatisfaction on employee performance

The research conducted is empirical research in which the researcher is directly involved in the research. The method used in determining the sample is purposive sampling. The data in this study were obtained from 149 employees of PT Wilrika Citra Mandiri and the data is analyzed using multiple linear analysis. The results obtained from this study are communication, motivation, and job satisfaction have a positive and significant effect on the performance of employees. This research implies that the leaders of PT Wilrika Citra Mandiri should provide direction and further instill the concept of encouraging questions, and discussions, and providing support, and feedback to employees so that there is no miscommunication between employees. Leaders of PT Wilrika Citra Mandiri are advised to motivate employees, give appreciation and appreciation for the work of employees as well as provide an objective work assessment and provide rewards for the work done.

KEYWORD: Communication, Motivation, Work Satisfaction, Work Performance

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I. INTRODUCTION

Every organization has a vision, mission, goals, and objectives to be achieved. Having human resources is very important in supporting the achievement of organizational goals. With good human resources, leaders will easily direct all resources and efforts to achieve organizational goals [1]. Success in achieving company goals can not be separated from the maximum results of employee performance. Employees who can work well without making many mistakes and carry out their authority and responsibility to achieve organizational goals [2]. For this reason, it is very important for organizational leaders to continuously measure the extent to which their employees are performing in achieving organizational goals.

Employee performance is the behavior of an employee while doing a job or task [3]. Employee performance is the result of the ability, effort, and perception of the task of the employee. Excellent employee performance creates results such as high quality and high productivity among employees in the organization. Based on the results of an interview with a manager at a distributor company in Bandar Lampung, it was found that the performance of employees at the distributor company was still not optimal, one of which was seen in the decline in sales that occurred from April 2020 to November 2020.

Table 1 Sales Table of Distributor Companies Apr 2020 – Nov 2020

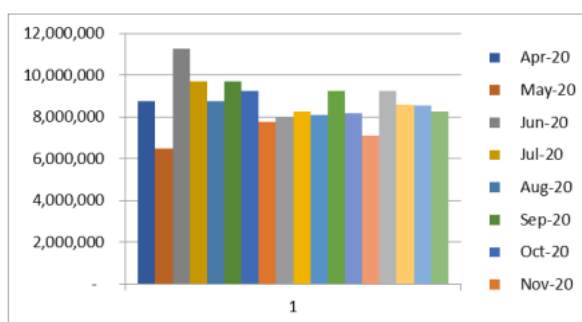


Table 1 shows that there was an increase in sales in June 2020 and a decrease in sales from September 2020 to November 2020. The decline was quite high from the previous one due to the impact of Covid-19 on sales. The decline in sales indirectly affects revenue. It is not easy for companies affected by Covid-19 to manage the performance of their employees well. Based on this, the researchers felt the need to research the performance of employees at this distributor company. PT Wilrika Citra Mandiri is a distributor company engaged in the distribution of goods from producers to consumers in Lampung Province.

The distribution channel is an organizational device involved in the process of making a product or service ready for use or consumption by consumers or business users [4]. The selection of distribution channels involves decisions about the use of distributors (traders, retailers, agents, brokers), and how to cooperate with these distributors. In distribution activities, there are parties called distributors. Distributors are people or institutions that carry out distribution activities or also called traders who buy/obtain merchandise products from firsthand (producers) directly. In conducting marketing activities and selling goods, distributors purchase merchandise from producers. With the sale and purchase, ownership of the goods is transferred to the distributor, then the goods that have become his are sold back to consumers.

Based on the author's observations, the distributor company has less than optimal employee performance, this can be seen from the many jobs that sometimes make excessive working hours. Conditions like this make some employees feel bored and bored with employees, thereby lowering the enthusiasm and enthusiasm of employees at work. The decrease in morale was also caused by a decrease in sales figures in the last year due to the Covid 19 pandemic. The distributor company has several types of products, including various foods, cooking oil, kitchen spices, stationery, skincare, makeup, and others from several companies that are distributed. its products. The company also has branches in Kotabumi and Metro districts. The strategy to improve employee performance continues to be carried out to achieve the vision of the distributor company. as well as the way how the organization communicates with its employees reflects the performance of its employees in the company.

Humans use communication as a channel to interact with each other in everyday life. Good communication is a necessary tool to achieve high-quality performance and maintain strong working relationships within the organization. Trust among employees can be built if everyone takes the time to deliver clear communication. Effective communication increases employee productivity and unites employees. It builds teams and improves employee performance and at the same time reduces employee turnover in the organization. However, weak communication within the organization will lead to a loss of trust and ineffective operations [5].

Based on the results of interviews with employees at one of the distributor companies internal communication has not run optimally. This is because there are still obstacles in the delivery of information from superiors to employees. One of them is the packing operator. The obstacle is in the form of many channels that must be passed, for example, information from directors to employees still has to go through several managers and several heads of sections. So the possibility of changing the information will be great. This is understandable because every channel that participates in conveying the information tends to change it according to personal interests.

Smooth communication is very important for improving the performance of each employee. To get good performance and increase work results in a work organization, employees must also meet the requirements or have basic skills and abilities, namely a group of abilities, which include communication skills, technical abilities, conceptual abilities, and personal qualities which include mental, physical, emotional, social character, attitude, commitment, integrity, awareness, and good behavior, and administrative skills including the ability to analyze problems, give considerations, opinions, decisions, manage resources, and various activities, be generous, patient, participate actively in various activities [6]. Based on the results of interviews conducted by the author with the company's employees, it is stated that management's lack of attention to what an employee gets or collects, the lack of awards given to employees who excel, and places that do not support doing work or conducting financial transactions and frequent employee turnover. This causes a decrease in sales turnover in

the company. Meanwhile, employees who get the predicate healthy state the opposite where every work of all employees always gets praise and appreciation from management after meetings in each semester.

The difference between the realization of the income budget obtained by each employee shows a significant difference. Improving individual and group performance is a concern in improving organizational performance [3]. Several factors affect individual performance, namely company regulations, co-workers, supervision, motivating ability, and training [7]. Another thing that will also be very helpful and affect the process of employee performance is motivation. Motivation has an intrinsic influence or impetus that comes from within the individual and extrinsic or encouragement from outside the individual so that it becomes a strong predictor because the more positive the intrinsic and extrinsic values of motivation will have a good impact on employee performance. the desire to achieve optimal efficiency in productivity is very important for managerial purposes [8].

Organizational effectiveness is largely determined by the quality of the employees. Therefore, the most difficult task of a manager is how best to unite human and material resources to achieve the mission, vision, and goals of the organization. Motivation encourages people to do something with a reward or reward; makes people move in a certain direction to achieve the desired results, and encourage employees to seriously work [8]. Some of the efforts made by distributor companies with policies during the pandemic so that employee motivation remains high, namely by:

1. Continue to provide full Salary and Allowances.
2. Provide internet quota packages per month to employees so that employees are still able to carry out work from home processes smoothly.
3. Work from Home, PT Wilrika Citra Mandiri has implemented WFH so that employees do not need to come to the office for absences or meetings so they can do it at home.

Companies must also pay attention to job satisfaction because job satisfaction is also another important factor that can improve employee performance. Factors that increase employee job satisfaction include communication that must be reciprocal, teamwork, and cooperation as well as the existence of good relations and mutual respect in the company environment and achievements [9]. Although the factors that influence job satisfaction can be studied, the relationship pattern is not simple. Job satisfaction does come from within the individual itself, but what influences it is determined by the individual factors themselves and external factors. For this reason, companies can generate work motivation by treating workers well. The causes of dissatisfaction are varied, such as the results received are low or perceived as inadequate, unsatisfactory working conditions, incompatible relationships with coworkers and superiors, and unsuitable work. Employees are the most valuable resource, employee satisfaction determines whether the company and employees can maintain a harmonious relationship for the continued development of the company.

The Company provides various compensation programs in addition to salaries for employees (HR), such as individual performance incentives, holiday allowances, vacation pay, pension benefits, and old-age benefits. Other benefits, such as recreational activities, sports, and family gatherings organized by the company. The level of salary given to each employee varies depending on the position and period of service of the employee. The provision of other compensation besides the salary received by the employee depends on the company's ability, such as the provision of incentive money from the achievement of the company's performance every six months and once a year. The purpose of the compensation program provided to employees by the company is that employees have a high level of job satisfaction. At this time, the condition of the distributor company which is the object of this research has not shown maximum results, although it is seen from its financial performance that it has increased, in reality, the achievement has not reached the target that has been set.

Realization achievements that have not reached the target indicate that there are obstacles in the implementation of objectives related to employee performance. Increasing the performance of individual employees will encourage the performance of human resources as a whole. To deal with the problems faced by distributor companies with increasing distribution competition, distributor companies are required to manage reliable human resources, namely those who can work harder to achieve the targets set by the company. Based on the elaboration of the problems above, it can be seen that the importance of understanding communication, motivation, and job satisfaction to improve company performance. This is because the distributor company is quite large in Lampung Province so the employees in the company will greatly determine the success of implementing the effectiveness of production and other goals that have been set. The aim of this research is :

1. Analyzing the effect of communication on employee performance at PT Wilrika Citra Mandiri
2. Analyzing the effect of motivation on employee performance at PT Wilrika Citra Mandiri.
3. Analyzing the effect of job satisfaction on employee performance at PT Wilrika Citra Mandiri.

II. LITERATURE REVIEW

Effective communication becomes very important for all organizations. To understand communication easily, it is necessary to know first. Communication is a process of giving signals with certain rules so that in this way a system can be established, maintained, and changed [5]. Humans use communication as a channel to interact with each other in everyday life [3]. Good communication is a necessary tool to achieve high-quality performance and maintain strong working relationships within the organization. Trust among employees can be built if everyone takes the time to deliver clear communication. Effective communication increases employee productivity and unites employees, thereby helping to build teams and improve employee performance while at the same time reducing employee turnover in the organization.

In understanding communication, we must know what are the indicators for achieving effective communication, including [3]:

1. Horizontal Communication

Communication at the same level within the organization. The message is transmitted at the same level within an organization. Horizontal communication directly shares information, solves problems, and cooperates efficiently. This usually results in a higher quality of information exchange as it occurs directly between employees working at the same level. Horizontal communication coordinates the activities of various departments in the organization, thereby helping in developing stronger relationships between employees in the same department and different departments.

2. Upward Communication

Communication from subordinates to superiors in the organization. Messages are transmitted from the bottom up along the hierarchy. This usually happens when subordinates ask for opinions from their superiors. Upward communication is the type of communication that triggers decisions from top management. Upward communication enhances cooperation and gains support from superiors. Upward communication allows employees to express their feelings about work and procedures within the organization. In addition, upward communication also reflects the ability of employees to do their jobs. For example, subordinates must know the expectations of their superiors and discuss with them their work interests and future career development. In this case, superiors and subordinates can work in unison to produce better results and achieve excellent performance.

3. Downward Communication

Communication from superiors to subordinates in the organization. Messages are sent from top to bottom along the hierarchy. Bosses usually share information with their lower-level employees. This will ensure that employees understand the goals of the organization clearly. The more information is shared, the more productive workers are expected to be. Effective downward communication enhances leadership communication by sharing regular updates within the organization. Superiors who provide subordinates with useful and accurate information can reduce the uncertainty between them. This makes employees understand the rationale for making management decisions. Managers can also use downward communication to provide feedback on employee performance so that individuals can improve it over time.

Motivation is defined as a state of pleasure because extrinsic and intrinsic motivation and organizational context must be one of the factors that affect work positively and significantly. Adam Smith understood happiness as an enduring state [8]. Motivation refers to the general attitude of an individual towards his work [11]. A person with a high level of job satisfaction shows a positive attitude towards the job. A person who is dissatisfied with his job shows a negative attitude towards the job. There are several theories related to motivation, including Maslow Theory, Herzberg Theory, and Hackman and Oldham Theory:

1. Maslow's Hierarchy of Needs

The essence of Maslow's theory is that needs are arranged in a hierarchy [12]. The needs at the lowest level are physiological, and the needs at the highest level are self-actualization needs. These needs are defined as follows:

- a) Physiological.
- b) Security and Safety.
- c) Togetherness, social, and love.
- d) Awards.
- e) Self-actualization

2. Alderfer's ERG Theory

Alderfer agrees with Maslow that individual needs are arranged in a hierarchy. However, his hierarchy of needs involves only three sets of needs [13]:

- a) Existence.
- b) Relationship.

c) Growth.

There are two types of motivation proposed by Gibson and Donnelly [14], namely:

1. Positive Motivation

Managers motivate subordinates by rewarding those who perform well. With this good motivation, the work spirit of subordinates will be high because humans generally like to accept things that are fine.

2. Negative Motivation

Managers motivate their subordinates by giving punishment to those whose work is not good (low performance). With this negative motivation, morale in the short term will increase. Because they are afraid of being punished, but in the long term it will be bad.

In practice, these two types of motivation are often carried out by managers and companies. Its use must be appropriate and balanced to increase employee motivation.

The components of work motivation indicators [8] are as follows:

1. Extrinsic Motivation

From the perspective of extrinsic motivation, individual behavior is driven by the perceived values and benefits of the action. The fundamental purpose of extrinsically motivated behavior is to receive organizational rewards or reciprocal benefits. Organizational rewards are useful for motivating individuals to perform desired behaviors [15]. Organizational rewards can range from non-monetary incentives such as supervisory competence, working conditions, and career opportunities in the company [8]

2. Intrinsic Motivation

From the perspective of intrinsic motivation, behavior is aroused by the need for employees to feel competence and self-determination in dealing with their environment [15].

Job satisfaction is defined as an individual's general attitude towards his job. To measure job satisfaction the factors that are generally included are work atmosphere, supervision, current wage levels, promotion opportunities, and relationships with work partners [6]. Satisfied employees are more likely to speak positively about the organization, help others and make their job performance exceed normal expectations. Companies must also pay attention to job satisfaction because other important factors that can lead to increased job satisfaction are factors related to working conditions and work environment. In particular, these factors include the presence of a comfortable and functional workplace and employee rest, the presence of appropriate equipment and consumables, and the relationship between employees and the relationship between employees and management. Factors that increase employee job satisfaction include communication that must be reciprocal, teamwork, and cooperation as well as good relations and mutual respect in the company environment and achievements [10]. Job satisfaction indicators are as follows:

1. Job Factor

A response to a work situation. It cannot be seen, but can only be guessed. Or this cannot be stated but will be reflected in the attitude of the employee.

2. Related to salary

By obtaining results that match, or even exceed what is expected, for example, employees work as well as they can and expect to get commensurate rewards. They get a salary as expected and get praise from their superiors for their achievements. Then the employee will feel satisfied at work.

3. Connect with colleagues

Supporting partners. People more often resign from a job more than just a matter of money or tangible achievements. For most employees, work also fulfills their social interaction needs. Therefore, work partners support encouraging job satisfaction.

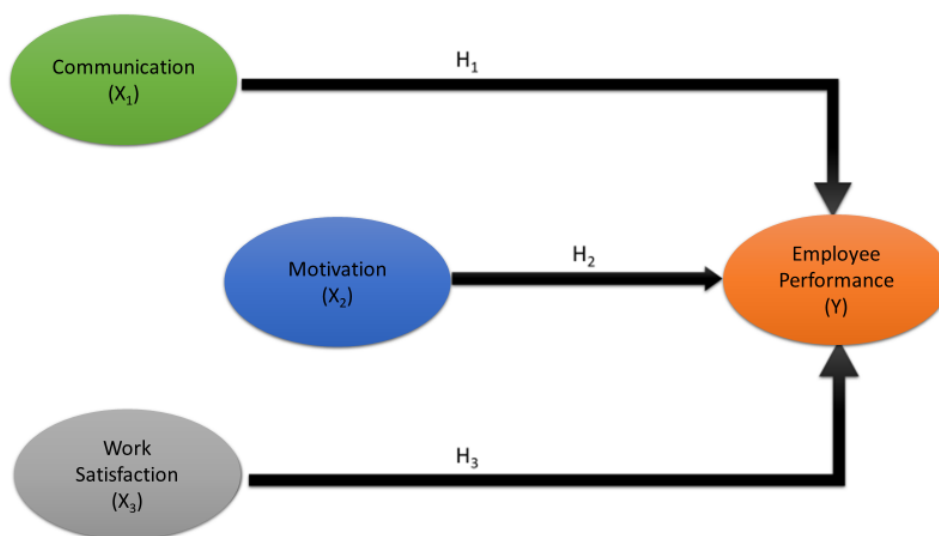
4. Related to work performance

Performance is a relevant outcome measure of work performance or actual achievement achieved by an employee [16]. Performance can be measured by comparing the resulting work performance with work standards compiled as a reference for work, or it can also be done by comparing the employee with other employees for similar jobs [16]. Employee performance is a relevant outcome measure and is often used in literary studies in the work environment. In recent decades, many studies have been conducted in areas such as management, occupational health, industrial organization, and psychology to find predictors and effects of employee performance. Employee performance is the overall performance of employees in meeting the expected quality and achievement of tasks under organizational goals [17]. It can be concluded that performance is work performance or work results both quality and quantity achieved over some time in carrying out their duties following the responsibilities given and their work results are as expected by the organization, through the existing criteria on the performance of an employee in the organization.

The development of measurements to measure performance is as follows [16]:

- a. Task Performance
The ability/ability of an individual to carry out the main work/core substantive or technical tasks that have been assigned to him, such as the ability to plan and manage performance, result orientation, determination of work priorities, and the ability to use time and effort at work.
- b. Contextual Performance
Defined “Positive behaviors that can support a work climate in an organizational environment, such as the strength of commitment and responsibility to work, collaboration and teamwork skills, communication skills, creativity and work initiative, working methods, and training new employees.
- c. Counterproductive Work Behavior
Defined as behavior that is negative and contradictory/counterproductive to the work climate. Because this behavior tends to be negative, it tends to conflict with the work culture and can hinder productivity.

Figure 1: Research Framework



The research framework above is used to describe the relationship between the variables tested in this study. The development of hypotheses based on the framework of thinking above can be seen in the following explanation:

A. The Influence of Communication on Employee Performance

Good communication is a necessary tool to achieve high-quality performance and maintain strong working relationships within the organization. Trust among employees can be built if everyone takes the time to deliver clear communication. Effective communication increases employee productivity and unites employees. Based on the results of interviews with employees at one of the distributor companies internal communication has not run optimally, because there are still obstacles in delivering information from superiors to employees. Previous studies are showing that there is a positive relationship between communication and employee performance where communication encourages learning and decision making and enables better performance [4]. Based on this, the first hypothesis can be formed.

H₁: Communication has a positive influence on performance.

B. The Influence of Motivation on Employee Performance

Motivation is defined as a state of pleasure because extrinsic and intrinsic motivation and organizational context must be one of the factors that affect work positively and significantly. Motivation refers to the general attitude of an individual towards his work [11]. A person with a high level of job satisfaction shows a positive attitude towards the job. There are previous studies that show that there is a significant positive relationship between work motivation and employee performance[18]. Based on this, the following hypotheses can be formed:

H₂: Motivation has a positive influence on employee performance.

C. The Influence of Work Satisfaction on Employee Performance

Job satisfaction is defined as an individual's general attitude towards his job. To measure job satisfaction the factors that are generally included are work atmosphere, supervision, current wage levels, promotion opportunities, and relationships with work partners [6]. Satisfied employees are more likely to speak positively about the organization, help others and make their job performance exceed normal expectations. There are previous studies that show that job satisfaction has a positive and significant relationship with employee performance, this indicates that an increase in the level of job satisfaction will also lead to an increase in employee performance [19]. Based on this, the following hypotheses can be formed:

H₃: Work Satisfaction has a positive influence on employee performance

III. RESEARCH METHOD

The research conducted is empirical research in which the researcher is directly involved in the research. The method used in determining the sample is purposive sampling. In this study, the research sample was 149 employees of PT Wilrika Citra Mandiri. The data in this study were obtained through questionnaires and the data obtained were first tested for normality, validity, and reliability before being tested using multiple linear analysis. The hypotheses analyzed in this study were tested using the T-test to analyze the effect of communication, motivation, and job satisfaction on the performance of PT Wilrika Citra Mandiri employees partially.

IV. RESULT AND DISCUSSION

PT Wilrika Citra Mandiri is one of the distributor companies that engaged in the distribution of goods from producers to consumers in Lampung Province where the organizations involved are in the manufacturing process product or service becomes ready for use or consumption by consumers or business users". The selection of distribution channels involves decisions about the use of distributors (traders, retailers, agents, marketers), and how to cooperate with these dealers. PT Wilrika Citra Mandiri was established on February 1, 1999, and has offices mainly located on Jl. Laksh. Yos Sudarso No. 48A Way Lunik Teluk Betung South - Bandar Lampung. PT Wilrika Citra Mandiri has a branch office in several areas including Metro City and Earth City. PT Wilrika Citra Mandiri itself has several Principals. The principal is the owner of the brand of products distributed by distributors. One of the principal duties is to implement various strategies to increase sales and support distributors in achieving a turnover.

A. Normality

The normality test is used to determine whether the instrument used as a data collection tool is normally distributed or not. The normality test used in this study is the Kolmogorov-Smirnov statistic. The results of the Kolmogorov-Smirnov test to test the normality of the research data can be seen in Table 2 below.

**Table 2. Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		149
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,64903002
Most Extreme Differences	Absolute	,055
	Positive	,048
	Negative	-,055
Test Statistic		,055
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on Table 2 above, shows the results of the one-sample Kolmogorov-Smirnov test variable (X₁) namely Communication (X₂) Motivation and (X₃) Job Satisfaction (Y) namely employee performance can be declared normal, the basis of this statement is to look at the significant value generated, namely of 0.200 which means greater than 0.05 then the data under study is normally distributed.

B. Validity Test

A questionnaire is said to be valid if the questions on the questionnaire can reveal something that is measured by the questionnaire. The validity test was carried out using the one-shot method. The validity of the measuring instrument in this study was carried out through the Pearson Correlation test. The results of the Pearson Correlation test to test the validity of this research data can be seen in Table 3 below.

Table 3. Validity Test

<i>Variable</i>	<i>Indicator</i>	<i>R Score</i>	<i>Minimum Score</i>	<i>Result</i>
<i>Communication (X1)</i>	X1.1	0,657	0.161	Valid
	X1.2	0,691	0.161	Valid
	X1.3	0,714	0.161	Valid
	X1.4	0,599	0.161	Valid
	X1.5	0,688	0.161	Valid
	X1.6	0,775	0.161	Valid
	X1.7	0,727	0.161	Valid
	X1.8	0,761	0.161	Valid
	X1.9	0,720	0.161	Valid
	X1.10	0,807	0.161	Valid
	X1.11	0,786	0.161	Valid
	X1.12	0,673	0.161	Valid
	X1.13	0,342	0.161	Valid
	X1.14	0,660	0.161	Valid
	X1.15	0,621	0.161	Valid
	X1.16	0,662	0.161	Valid
	X1.17	0,688	0.161	Valid
	X1.18	0,716	0.161	Valid
<i>Motivation (X2)</i>	X2.1	0,466	0.161	Valid
	X2.2	0,585	0.161	Valid
	X2.3	0,628	0.161	Valid
	X2.4	0,624	0.161	Valid
	X2.5	0,775	0.161	Valid
	X2.6	0,801	0.161	Valid
	X2.7	0,629	0.161	Valid
	X2.8	0,602	0.161	Valid
	X2.9	0,470	0.161	Valid
	X2.10	0,780	0.161	Valid
<i>Employee Satisfaction (X3)</i>	X3.1	0,360	0.161	Valid
	X3.2	0,211	0.161	Valid
	X3.3	0,291	0.161	Valid
	X3.4	0,861	0.161	Valid
	X3.5	0,827	0.161	Valid
	X3.6	0,770	0.161	Valid
	X3.7	0,796	0.161	Valid
	X3.8	0,825	0.161	Valid
	X3.9	0,781	0.161	Valid
	X3.10	0,842	0.161	Valid
	X3.11	0,820	0.161	Valid
	X3.12	0,875	0.161	Valid
	X3.13	0,766	0.161	Valid
	X3.14	0,824	0.161	Valid
	X3.15	0,831	0.161	Valid
	X3.16	0,825	0.161	Valid
	X3.17	0,781	0.161	Valid
	X3.18	0,848	0.161	Valid
<i>Employee Performance (Y)</i>	Y1	0,571	0.161	Valid
	Y2	0,437	0.161	Valid
	Y3	0,288	0.161	Valid
	Y4	0,446	0.161	Valid
	Y5	0,570	0.161	Valid
	Y6	0,656	0.161	Valid
	Y7	0,719	0.161	Valid
	Y8	0,650	0.161	Valid
	Y9	0,605	0.161	Valid
	Y10	0,656	0.161	Valid
	Y11	0,626	0.161	Valid
	Y12	0,593	0.161	Valid

Table 3 above shows that the table r value for df = 149 (df = n-2) is 0.1609. Based on the results of the validity test, the r-calculated value for each indicator is greater than the r-table value. Thus, all items tested are declared valid.

C. Reliability Test

The results of the reliability test are said to be reliable if the Cronbach's Alpha value is > 0.7. Reliability test on 4 tested variables namely Communication, Motivation, Job Satisfaction, and Employee Performance can be seen in Table 4 below.

Table 4 Reliability Test

No	Variable	α Croanbach value	Terms	Result
1	Communication	0,929	> 0,7	Reliable
2	Motivation	0,836	> 0,7	Reliable
3	Employee Satisfaction	0,953	> 0,7	Reliable
4	Employee Performance	0,793	> 0,7	Reliable

Table 4 above shows that the value of Cronbach's alpha for all variables in this study is above 0.7. From the results of the study, it was obtained that all Cronbach's alpha values on the indicator were greater than 0.7, thus all the instruments tested in this study could be declared reliable.

To find the effect of Communication (X1), Motivation (X2), and Job Satisfaction (X3) on Employee Performance (Y) using statistical analysis, namely the multiple regression analysis models. From the results of calculations with the SPSS program. The results of the regression analysis can be seen in the following table.

Table 5. Linier Regression Test

Model		Coefficients		Standardized Coefficients Beta	T	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	9.593	1.571		6.106	.000
	Communication	.106	.030	.211	3.527	.001
	Motivation	.726	.066	.687	11.041	.000
	Employee Satisfaction	.031	.015	.080	2.012	.046

Based on the value of the regression coefficient, an employee performance equation can be made:

$$Y = f(X_1, X_2, X_3) = 0211X_1 + 0,687X_2 + 0,080X_3$$

Description:

X1 = Communication

X2 = Motivation

X3 = Employee Satisfaction

Y = Employee Performance

A. Communication (X₁)

The regression coefficient for the Communication variable (b1) is 0.211 and is also significant at <0.05, marked positive (+), this indicates that if communication increases, employee performance will increase. Table 5 above shows the t-count value of the Communication variable of 3.527 with a significance value of 0.000. This signature value is smaller than the significance limit value, which is 0.05. In addition, by looking at the positive coefficient value, the hypothesis which states that the Communication variable has a positive and significant effect on employee performance is accepted. This means that if communication increases, employee performance will increase.

B. Motivation (X₂)

The regression coefficient for the motivation variable (b2) is 0.687 and is also significant at <0.05, marked positive (+), this indicates that if motivation increases, employee performance will increase. Table 5 above shows the t value for the motivation variable is 11.041 with a significance value of 0.001. This significance value is smaller than the significance limit value, which is 0.05. In addition, by looking at the positive coefficient value, the hypothesis which states that the motivation variable has a positive and significant effect on employee performance is accepted. This means that if motivation increases, employee performance will increase.

C. Employee Satisfaction (X₃)

The regression coefficient for the employee satisfaction variable (b3) is 0.080 and is also significant at <0.05, marked positive (+), this shows that if employee satisfaction increases, employee performance will increase. Table 5 above shows the t-count value of the Job Satisfaction variable of 2.012 with a significance

value of 0.046. This significance value is smaller than the significance limit value, which is 0.05. In addition, by looking at the positive coefficient value, the hypothesis which states that the Job Satisfaction variable has a positive and significant effect on employee performance is accepted. This means that if job satisfaction increases, employee performance will increase.

The results of the analysis in this study were obtained from analyzing 149 employee respondents of PT Wilrika Citra Mandiri. Effective communication increases employee productivity and unites employees [3]. It builds teams and improves employee performance and at the same time reduces employee turnover in the organization. However, weak communication within the organization will lead to a loss of trust and ineffective operations. Based on the results of regression analysis in this study, it was found that the communication variable had a positive and significant effect on employee performance where which indicates that the first hypothesis is supported and if the communication is getting better, the employee performance at PT Wilrika Citra Mandiri Lampung Province will also increase. The findings in this study are supported by previous research by Ong Chon Hee, et.al (2019), and Shonubi, A O et.al (2016) which stated that communication has a positive and significant influence on employee performance.

Work motivation is one of the factors that affect employee performance because the relationship between leaders and employees is needed in achieving maximum performance. Motivation is a process that causes the intensity, direction, and continuous effort of individuals towards the achievement of goals [5]. Based on the results of the regression analysis in this study, it was found that the motivation variable had a positive and significant effect on employee performance where which indicates that the second hypothesis is supported and if employee motivation is higher, the performance of employees at PT Wilrika Citra Mandiri Lampung Province will also increase. The findings in this study are supported by three previous studies, namely Mardanov (2020), and Shazadi et al (2014), which state that motivation has a positive and significant influence on employee performance.

Job satisfaction is an individual's general attitude towards his work [5]. To measure job satisfaction the factors that are generally included are work atmosphere, supervision, current wage level, promotion opportunities, and relationship with work partners. Because good job satisfaction can help an employee work well and calmly, it doesn't make them bored in completing work. This will make them feel satisfied with their work. Based on the results of the regression analysis in this study, it was found that the job satisfaction variable had a positive and significant effect on employee performance where which indicates that the third hypothesis is supported and if job satisfaction is getting better, the performance of employees at PT Wilrika Citra Mandiri Lampung Province will also increase. The findings in this study are supported by Shazadi et al (2014), which states that the work environment has a positive and significant influence on employee performance.

V. CONCLUSION AND SUGGESTIONS

Hypothesis testing in this research is done through multiple linear regression analysis or multiple regression analysis. The results of the analysis using multiple linear regression analysis show the conclusion that communication, motivation, and job satisfaction have a positive and significant influence on employee performance at PT Wilrika Citra Mandiri, Lampung Province. This research implies that researchers suggest that the leaders of PT Wilrika Citra Mandiri can provide direction and further instill the concept of encouraging questions, and discussions, and providing support, and feedback to employees so that there is no miscommunication between employees. Leaders of PT Wilrika Citra Mandiri are advised to motivate employees so that they can contribute input to decisions that will be made by superiors. The researcher also suggests that the leaders of PT Wilrika Citra Mandiri give appreciation and appreciation for the work of employees as well as provide an objective work assessment and provide rewards for the work done.

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