

# THE MODEL OF EMPLOYEE PERFORMANCE AT SIAM-INDO GYPSUM INDUSTRY

Remy Rumambi Tampi Koroh Lolong<sup>1</sup>, Asrul<sup>2</sup>, Andi Muhammad Sadli<sup>3</sup>, Nur Imam Saifuloh<sup>4</sup>

<sup>1</sup> Student of Master Management, STIE Mulia Pratama, Bekasi, Indonesia

<sup>2,3</sup> Lecturer of Management, STIE Mulia Pratama, Bekasi, Indonesia

<sup>4</sup>Corresponding Author: [nis@stieemp.ac.id](mailto:nis@stieemp.ac.id)

## ABSTRACT

*The goal of this study is to determine how PT Siam-Indo Gypsum Industry's work environment, job satisfaction, and communication affect workers' output. Fifty workers were chosen as a representative sample of the entire workforce for this study. Employee performance was found to be positively impacted by the work environment, job satisfaction, and communication when multiple linear regression analysis was performed on SPSS software. An atmosphere at work that encourages improved performance. Additionally, this requirement raises workers' contentment with the organization. When it comes to balancing different employee interests, particularly those related to the firm, communication factors are crucial.*

**Keyword :** *Work environment, job satisfaction, communication and employee performance.*

## 1. INTRODUCTION

According to (Camps & Luna-Arocas, 2012), a company's performance is influenced by a number of factors, such as its workforce, infrastructure and facilities, work ethics, and atmosphere. A company's human resources are its workforce. High performance is necessary for the company to reach its profit goals (Darmawan & Atmojo, 2020).

Employee performance is dependent on a number of factors, including having a comfortable, safe, and accommodating work environment (McCoy, 2005) and fostering efficient communication among team members (Goris, 2007). The physical and mental conditions that are present in the organization make up the work environment. In essence, every business does everything it can to provide the kind of workplace that workers anticipate, but occasionally, financial constraints force businesses to make adjustments.

According to (Boies et al., 2015) one of the elements that might help a corporation successfully develop trust is communication. Employees inside a firm can share knowledge and experience with one another through communication, helping the company to reach its objectives. However, communication issues frequently result from a lack of openness, trust, or from having good intentions but communicating information in an ineffective or incorrect way, which leads to conflict.

Enhancing job satisfaction among employees is a crucial aspect of human resource management within an organization (Gregory, 2011). Employees do, however, occasionally frequently complain when they are unhappy with their jobs, whether it be with how their pay is handled, their productivity, or the ambiance at work. According to (Sageer et al., 2012), satisfaction is essentially a subjective state that arises from judgments made based on a comparison between what workers perceive as their rightful share and what they believe they should be receiving from their job. Yet the degree of job satisfaction varies from employee to employee and is subjective.

## 2. LITERATURE REVIEW

### 2.1 Work Environment

Everything that surrounds an employee as they work, whether it be tangible or intangible, directly or indirectly affecting them and their job, is referred to as their work environment. According to (Fassoulis & Alexopoulos, 2015; Sukdeo, 2017; Wongwien & Nanthavanij, 2013), the work environment is a facility within the organization that can

affect employees in carrying out their jobs with supporting facilities that will support the fulfillment of company goals.

## 2.2 Job satisfaction

A psychological component of job satisfaction is the expression of positive emotional attitudes and passion for one's work when one's expectations, abilities, and skills align with the task being done (Matzler et al., 2004). When workers exhibit discipline and accomplish success in their profession, they demonstrate a positive attitude that they bring to the workplace and beyond. This is known as job satisfaction. Work satisfaction is a function of employees' favorable views toward their jobs, their work environment, and their feelings toward their work (Bhatti & Qureshi, 2007; Groen et al., 2019; Utami et al., 2018).

## 2.3 Communication

In order to reinforce and attempt to modify the attitudes and behaviors of others, communication is a sharing process between persons engaged in communication activities. Stimuli are typically sent verbally through the exchange of information (Husain, 2013). A common understanding between the communicator and the communicant can be achieved through the process of communication, which involves the transfer of messages from the communicator through various mediums. The information transmitted may also have an impact on the communicant (Grover, 2005). Transferring information, ideas, feelings, abilities, and so on from one location to another through symbols like words, figures, and pictures, as well as effectively writing and speaking, is known as communication. Transmission of a message from the sender to the destination via a channel, which frequently experiences noise interference, is known as communication. By this definition, communication needs to be purposeful and transformative (Gemedo & Lee, 2020; Sutrisno, 2022; Yusnandar, 2021).

## 2.4 Employee performance

Employee performance is measured by how well an employee follows work procedures and completes tasks efficiently, accurately, and on schedule (Abun et al., 2022). Quality work done in compliance with criteria that have been established based on the assigned duties results in employee performance.

## 3. METHODOLOGY OF RESEARCH

The type of research used in this research is quantitative descriptive research. Descriptive research is research that aims to explain and describe a situation, event, object, whether a person or anything related to variables that can be explained either with numbers or words. Quantitative research is research based on quantitative data, where quantitative data is data in the form of data or numbers (Rasbin, 2016). In this research, the quantitative data obtained is motivation, discipline and work environment on employee performance.

This study includes three independent variables—motivation, discipline, and work environment—and one dependent variable, employee performance (Sutomo, 2022). This study was carried out in the following three months, from May to July 2023. Employees of PT. Siam-Indo Gypsum Industry, which is situated in Kalimalang Inspection Road Km. 2, Cikedokan Village, West Cikarang, Bekasi Regency, West Java, Indonesia, served as the study's subjects.

This study included one hundred employees from PT. Siam-Indo Gypsum Industry who worked in the office administration department (Saifuloh et al., 2021). Based on Isaac Michael's table, 78 individuals were selected as the sample size from the entire population. For this reason, a quota sample is the sampling strategy employed.

## 4. RESULT

**Table 1. Data Quality Test**

No.	Test	Result	Cut-Off	Information
1.	Validity			All indicators valid
	Work environment	0,559	0,279	Valid
	Job satisfaction	0,5546	0,279	Valid
	Communication	0,6076	0,279	Valid
	Employee performance	0,5543	0,279	Valid
2	Reliability			All indicators reliable
	Work environment	0,841	0,6	Reliabel
	Job satisfaction	0,842	0,6	Reliabel

Communication	0,870	0,6	Reliabel
Employee performance	0,835	0,6	Reliabel

Source: Attachment 1.

**Table 2. Classical Test**

No.	Test	Result	Information
1.	Normality	The dots spread out around the diagonal line and follow the direction of the graph's diagonal line	Residuals are normally distributed
2.	Multicollinearity	Tolerance > 0,10	There is no multicollinearity in this variable
	Work environment	0,553	
	Job satisfaction	0,389	
	Communication	0,344	
3.	Heteroscedasticity	The data points are spread above and below or around the number 0 and do not form a pattern	There is no indication of heteroscedasticity

**Table 3. Multiple Regression Results and Goodness of Fit**

No.	Test	Description/ Variables	Significance	Information
1.	Coefficient of Determination (R-Square)	R <sup>2</sup>	0,675	
		Adjusted R <sup>2</sup>	0,654	
2.	F-Test	F-Value	31,822	Significant
3.	t-Test	Constant	6,411***	Significant
		X1	0,224	No Significant
		X2	0,345***	Significant
		X3	0,343***	Significant

#### 4. DISCUSSION

The multiple linear regression equation that results from this research is as follows. The formula is  $Y = 6.411 + 0.224X_1 + 0.345X_2 + 0.343X_3$ , where  $X_1$  stands for work environment,  $X_2$  for job satisfaction,  $X_3$  for leadership, and  $Y$  for employee performance. According to the constant 6.411, employee performance will rise by 6.411 if the variables measuring the work environment, job satisfaction, and communication are all at zero.

The coefficient value of the work environment is 0.224. It is not statistically significant, though. This indicates that there is no significance for employee performance based on this statistic. Employee performance is not affected by changes to the working environment. The lack of correlation between the work environment and employee performance suggests that the organization has prioritized results over all other considerations. A large number of respondents agreed with the assumption as expressed in the questionnaire. The work atmosphere is not given much thought by the company management. Workers merely need to meet the predetermined goals.

With a significant work satisfaction regression coefficient of 0.345, employee performance will rise by 0.345 units for every unit increase in job happiness.

In addition to providing good facilities and a number of programs for working workers, PT Siam-Indo Gypsum Industry also offers lunch, transportation, health benefits, attendance bonuses, skill and career development, and family get-togethers with employee families. Facilities are provided with the goal of enhancing staff performance and raising corporate revenues. In order to accomplish the company's objectives, employees are eager and willing to perform more productively for the company's advantage.

For the communication variable, the regression coefficient is 0.343. This indicates that employee performance is increased by 0.343 units for every unit increase in the communication variable. An amicable work environment and a decrease in employee conflicts are the results of effective communication at PT Siam-Indo Gypsum Industry,

which helps the business improve employee performance. Efficient and coherent communication facilitates the execution of tasks and obligations by coworkers, bosses, and other personnel. Management always conducts internal meetings, departmental and work unit meetings, internal memos, communication forms, and internal business announcements in order to achieve good and consistently improving performance.

## 5. CONCLUSIONS

At PT Siam-Indo Gypsum Industry, the employee performance model is based on two factors: the degree of job satisfaction and the ability of subordinates and superiors to communicate effectively. Achieving job satisfaction or improving performance is not correlated with the work environment. Employee satisfaction remains high since the company's other supporting facilities meet their demands, even in the absence of any impact on the work environment.

## 6. REFERENCES

- Abun, D., Basilio, G. J. Q., Fredolin, J. P., & Magallanes, T. (2022). The effect of entrepreneurial mindset, work environment on employees' work performance. *International Journal of Research in Business and Social Science*, 11(4), 77–94.
- Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3(2), 54–68.
- Boies, K., Fiset, J., & Gill, H. (2015). Communication and trust are key: Unlocking the relationship between leadership and team performance and creativity. *The Leadership Quarterly*, 26(6), 1080–1094.
- Camps, J., & Luna-Arocas, R. (2012). A matter of learning: How human resources affect organizational performance. *British Journal of Management*, 23(1), 1–21.
- Darmawan, E., & Atmojo, M. E. (2020). Kebijakan work from home bagi aparatur sipil negara di masa pandemi Covid-19. *The Journalish: Social and Government*, 1(3), 92–99.
- Fassoulis, K., & Alexopoulos, N. (2015). The workplace as a factor of job satisfaction and productivity: A case study of administrative personnel at the University of Athens. *Journal of Facilities Management*, 13(4), 332–349.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4).
- Goris, J. R. (2007). Effects of satisfaction with communication on the relationship between individual-job congruence and job performance/satisfaction. *Journal of Management Development*, 26(8), 737–752.
- Gregory, K. (2011). The importance of employee satisfaction. *The Journal of the Division of Business & Information Management*, 5, 29–37.
- Groen, B., van der Voordt, T., Hoekstra, B., & van Sprang, H. (2019). Impact of employee satisfaction with facilities on self-assessed productivity support. *Journal of Facilities Management*, 17(5), 442–462.
- Grover, S. M. (2005). Shaping effective communication skills and therapeutic relationships at work: The foundation of collaboration. *Academy of Management Journal*, 53(4), 177–182.
- Husain, Z. (2013). Effective communication brings successful organizational change. *The Business & Management Review*, 3(2), 43.
- Matzler, K., Fuchs, M., & Schubert, A. (2004). Employee satisfaction: does Kano's model apply? *Total Quality Management & Business Excellence*, 15(9–10), 1179–1198.
- McCoy, J. M. (2005). Linking the physical work environment to creative context. *The Journal of Creative Behavior*, 39(3), 167–189.
- Rasbin, R. (2016). FAKTOR-FAKTOR YANG MEMPENGARUHI TINGKAT KESEJAHTERAAN MASYARAKAT DI TUJUH PROVINSI PEMEKARAN DI INDONESIA. *Kajian*, 17(4), 491–513.
- Sageer, A., Rafat, S., & Agarwal, P. (2012). Identification of variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of Business and Management*, 5(1), 32–39.

- Saifuloh, N. I., Suharno, S., & Ahmad, A. A. (2021). Phenomena of Poverty in Rural Areas and Its Construction Through Employment. *ICORE*, 5(1).
- Sukdeo, N. (2017). The effect of the working environment on employee satisfaction and productivity: a case study in a clothing manufacturing factory. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 25–30.
- Sutomo, D. A. (2022). Analysis of Factors Affecting Income Inequality in Indonesia From 2016-2021. *Journal of International Conference Proceedings*, 5(2), 22–37.
- Sutrisno, S. (2022). Determinants of employee performance: Overview of aspects of communication, work stress and compensation. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(3), 19259–19270.
- Utami, F., Suhartanto, D., & Triyuni, N. N. (2018). Relationship between employee satisfaction, productivity, and profitability: A conceptual model. *Advanced Science Letters*, 24(12), 9368–9371.
- Wongwien, T., & Nanthavanij, S. (2013). Ergonomic workforce scheduling with productivity and employee satisfaction consideration. *Proceedings of the 4th International Conference on Engineering, Project, and Production Management*, 1(1), 1108–1116.
- Yusnandar, W. (2021). Effect of Communication and Work Discipline on Employee Performance at PT. Means of Agro Nusantara Medan North Sumatra (Head Tank Rental Services). *Journal of International Conference Proceedings*, 4(2), 536–546.

