



SYNERGY OF COMMUNICATION AND OCCUPATIONAL HEALTH AND SAFETY: TRANSFORMATION OF EMPLOYEE PERFORMANCE AT PT LABELINDO MAS UTAMA NORTH JAKARTA

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Abstract

This study aims to determine the influence of Communication and Occupational Health Safety on Employee Performance at PT Labelindo Mas Utama North Jakarta. This research method uses a quantitative descriptive method. The sampling technique used was saturated sampling, which used a sample of 60 respondents. Data analysis uses validity tests, reality tests, classical assumption tests, regression analysis, correlation coefficient analysis, determination coefficient analysis and hypothesis tests. The result of this study is that the regression equation value $Y = 5.248 + 0.382X_1 + 0.496X_2$, and the correlation coefficient is 0.630, which means that the two variables have a strong relationship level. The value of determination or contribution of influence was 0.397 or 39.7%, while other factors influenced the remaining 60.3%. The hypothesis test obtained a t-value calculated $> t$ table ($18.768 > 3.16$), which was also strengthened by the p value ($0.000 < 0.05$); thus, H_0 was rejected, and H_3 was accepted, meaning that there was a significant influence between Communication (X_1) and Occupational Health Safety (X_2) on Employee Performance (Y) at PT Labelindo Mas Utama.

Keywords: Communication, Occupational Safety and Health, Employee Performance.

INTRODUCTION

Companies must adjust to the business environment in global competition and improve optimal employee performance for defence and business development. In the face of competition in the global era, companies are required to work more efficiently and effectively. Employees are the most important element in determining the company's progress and achieving the company's goals. Employees who meet the company's requirements must also carry out the company's chosen tasks. Every company strives to improve the performance of its employees with the hope that its goals will be achieved. Competition between companies in the era of globalization is getting sharper, so human resources must constantly develop themselves proactively.

Improving human resources can be seen from efforts to improve and optimize the ability to present quality human resources. Communication in an organization is the process of conveying information and ideas among members of the organization in a reciprocal manner to achieve the set goals. Communication is established to create the same understanding between employees and employees or between employees and superiors so that they can work well together. According to Handoko (2013:53), "Communication is

the process of transferring meaning in the form of ideas or information from one person to another". Communication plays a very important role in organizational life. Therefore, communication is expected to be effective in the planned organizational goals.

The effectiveness of communication can be assessed from the Performance of human resources in the organization. An important element in improving organisational performance is the availability of quality human resources, productivity, a high work ethic, and the ability to make an optimal contribution to the company. Organizations need proper coordination with every human resource through effective communication to get these required elements. Communication helps develop motivation by explaining to employees what needs to be done, how well they are working, and what can be done to improve substandard Performance.

These conditions also occurred at PT Labelindo Mas Utama, which still needed to meet the company's expectations. This problem can be seen in Table 1.1 as follows;

Tabel 1 Pre-Survey Results on Communication Variables

No.	Statement	Respondent's Answer				Number of Respondents
		Agree	(%)	Disagree	(%)	
1.	Relationships between employees can be well-established Despite differences of opinion	10	50%	10	50%	20 Employee
2.	I feel that the atmosphere in the workplace is comfortable Because it is far from the noise	14	70%	6	30%	20 Employees
3.	Differences in individual employees' views on companies can have a positive effect	9	45%	11	55%	
4.	Communication that is happening today can create relationships which is getting better between employees and superiors	12	60%	8	40%	
5.	Communication with colleagues is well-established	12	60%	8	40%	

Source: PT Labelindo Mas Utama pre-survey

Based on Table 1.1 above, the communication of PT Labelindo Mas Utama employees still needs to be improved compared to what the company expects. It is evidenced by the answers of 20 respondents stating that 50% of employees do not agree on differences of opinion in each employee that will be well

established, 30% of employees also disagree with the workplace atmosphere, 55% of employees do not agree with differences of views, 40% of employees do not agree with good communication between superiors and subordinates, and 40% of employees consider communication between colleagues to be still poorly established. Therefore, it can be concluded that these results indicate that there is a problem regarding communication variables at PT Labelindo Mas Utama.

In addition to communication, occupational safety and health can affect employee performance. Occupational safety and health is an activity carried out by the company to ensure that all workers can work safely and always in good health while in the work environment. Every company has human resources that are urgently needed to achieve the company's goals. It would be nice if the company treated these human resources very well so the company treated they would be comfortable working in the company. Mangkunegara (2004:161) states, "Occupational safety indicates a safe condition or survival from suffering, damage or loss at work". Safety and health are key to creating decent working conditions and a strong preventive safety culture.

Based on a preliminary survey conducted in the company, PT Labelindo Mas Utama employees could be stronger in less than optimal employees. Mr. Wansen, HRD (*human resource development*), directly expressed that the carelessness of the employees/workers caused the accident in this project. Every morning, *the project manager* reminded K3 (*safety*) to all employees/workers during *the briefing*. However, employee carelessness always exists, and some employees do not comply with the K3 rules that have been given. Therefore, companies must carry out good occupational safety and health measures to reduce the risk of accidents among employees and achieve the targets that have been set. Lack of creating good occupational safety and health will lead to low employee performance levels.

In this study, the author conducted a pre-survey on employee occupational safety and health variables at PT Labelindo Mas Utama. The following author attaches the pre-survey data table of employee occupational safety and health at PT Labelindo Mas Utama as follows:

Table 2 Pre-Survey Results on Occupational Safety and Health Variables

No.	Statement	Answer Respond				Disagree
		Agree	(%)	Disagree	(%)	
1.	Cleanliness level My work environment Good	13	65%	7	35%	20 Employees
2.	The level of air temperature in My workplace is good.	9	45%	11	55%	
3.	Illumination level in Good Workplace	14	70%	6	30%	

4.	Tools or working machines in good condition	10	50%	10	50%
5.	My physique during Working Nice	15	75%	5	5%

Source: *PT Labelindo Mas Utama pre-survey*

Based on the pre-survey table above, many things could still be improved in implementing occupational safety and health. It is evidenced by the answers of 20 respondents stating that 35% of employees do not agree with the level of cleanliness in the company, 55% of employees also disagree with the level of air temperature in the company, 30% of employees do not agree with the lighting facilitated by the company, 50% of employees feel that the tools or machines used are not in good condition, and 5% of employees think that the physical condition is not good. Therefore, it can be concluded that the hash indicates a problem regarding occupational safety and health variables that is interesting to research at PT Labelindo Mas Utama.

The above phenomenon poses a problem for leaders in providing communication and occupational health and safety to PT Labelindo Mas Utama employees so they can carry out their work optimally. How can it achieve the expected goals if many employees are less concerned about what to do and it is already their responsibility? The standard for achieving the work results of PT Labelindo Mas Utama employees can be seen in the following table:

Table 3 Employee Performance Value Standards

Value (%)	Information
91 – up	Excellent
76 – 90	Good
61 – 75	Enough
51 – 60	Less
50 – down	Bad

Source: *PT Labellindo Mas Utama*

Low communication and occupational health safety still need to align with the company's expectations, which impacts the decline in the Performance of the employees themselves. Based on this phenomenon, employee performance at PT Labelindo Mas Utama is still not optimal; this can be proven through the realization of data on employee performance achievements that are still in unstable conditions and have not reached the target. The following is data on the Performance of PT Labelindo Mas Utama employees:

Tabel 4 Hasil Pencapaian Kinerja Karyawan pada PT Labelindo Mas Utama

Year	Component				Average Achievement	Ket
	Quality of Work	Working Quantity	Task Implementation	Responsibilit y		
2020	76%	76%	78%	79%	77%	Good
2021	75%	73%	77%	74%	75%	Enough
Average					76%	Good

Source: PT Labelindo Mas Utama

Based on Table 1.5 above, it can be seen that employee performance at PT Labelindo Mas Utama is still unstable. It can be seen through the results of the overall employee performance assessment achievement showing that the aspects of work quality, work quantity, implementation of duties and responsibilities in 2021 were only able to reach 77%; in 2022, there was a decrease of 75%. So, it can be concluded from the performance results of PT Labelindo Mas Utama employees that it could be more optimal.

LITERATURE REVIEW

Communication

Deddy Maulana (2014:46) states, "Communication suggests that a thought, a meaning, or a message is embraced equally". Meanwhile, according to Djoko Purwanto (2015:4), "Communication is a process of exchanging information between individuals through an ordinary (common) system, both with symbols, signals, and actions or behaviours". Diana Azwani (2020:33) states, "Organizational communication is an interaction carried out within the organisation's scope. Communication is a community that also emphasizes similarity or togetherness. A community is a group of people who come together or live together to achieve a specific goal and share meanings and attitudes. Without communication, there will be no community. Community relies on shared experiences and emotions, and communication plays a role in describing that togetherness. Therefore, the community also shares seven forms of communication-related to art, religion, and language (Deddy Mulyana, 2014:46).

Occupational Safety and Health

Mangkunegara (2004:161) states, "Occupational safety indicates a safe condition or survival from suffering, damage or loss at work". Meanwhile, according to Ridley (2006:101), "occupational safety is safety related to equipment, workplaces and the environment, as well as ways of doing work. The meaning and purpose of occupational safety to ensure the condition, integrity and perfection of both

physical and spiritual human beings as well as their works and culture, are aimed at the welfare of society in general and human beings in particular". According to Buntarto (2015:1) "occupational safety is a state of avoiding danger while doing work. Occupational safety is one of the factors that must be done during work. No one in the world wants an accident to happen. Occupational safety depends on the type, form and environment in which the work is carried out".

Employee Performance

According to Fahmi (2018:2), "performance is the results obtained by an organization, both profit-oriented and non-profit-oriented, that are produced over time." Meanwhile, according to King (2018:61), "performance is a person's activity in carrying out the main tasks assigned to him". According to Diana Azwani (2020:34), "Performance is one of the most important things that need to be considered to achieve organizational goals, namely the organization, namely employee performance. According to Hasibuan (2017:94), "performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and seriousness as well as time".

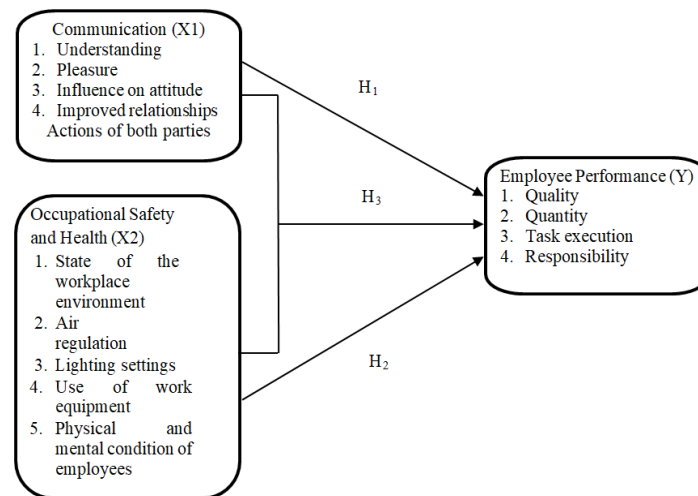


Figure 1 Thinking Framework

METHOD

The type of research used in this study is descriptive research with a quantitative approach. According to Sugiyono (2013:3), descriptive research is research conducted to determine the value of independent variables, either one or more variables (independent), without making comparisons or connecting one variable with another. With descriptive research, the author only wants to know a situation by searching and collecting data to obtain clear facts about the state and situation in the research object without testing the hypothesis. The sample is called a saturated sample because the population to be studied is 60 people. All employees of PT Labelindo Mas Utama.

Classical Assumption Test

Classical assumption tests are used to determine the accuracy of data. According to Singgih Santoso (2017:342), a regression model will be used for forecasting, and a good model has minimal forecasting errors. Therefore, before being used, a model should meet several assumptions, commonly called classical assumptions. This study's classical assumption tests include normality, multicollinearity, heteroscedasticity, and autocorrelation tests.

Multiple Linear Regression Models

According to Sugiyono (2013:277), regression analysis predicts how the dependent variable's value changes if the independent variable's value is increased/decreased. In this study, multiple linear regression analysis was used to prove the extent of the influence of discipline and work environment on employee performance. In this regard, Sugiyono (2013:278) provides a relationship model that is arranged in multiple regression functions or equations as follows :

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum Y^2 - (\sum Y)^2)}}$$

Source: Sugiyono (2017:277)

RESEARCH RESULTS AND DISCUSSION

Descriptive Statistics

Table 5 Results of the X₁ Communication Variable Validity Test

No	Questionnaire	r _{count}	r _{table}	Information
1	Employers can make relationships run with Lancer	0,655	0,254	Valid
2	Relationships between employees can be established with good even if there are differences of opinion	0,622	0,254	Valid
3	I feel the atmosphere at work away from noise	0,746	0,254	Valid
4	My workspace can provide Comfort for employees at work	0,704	0,254	Valid
5	My current communication process affects the attitude of other employees in Work	0,587	0,254	Valid
6	Differences in individual views of employees on the company can have a positive effect	0,567	0,254	Valid
7	The communication that is happening today can creating better relationships between employees and employers	0,799	0,254	Valid

No	Questionnaire	r_{count}	r_{table}	Information
8	Communication affects good relationships Employee Scouts	0,783	0,254	Valid
9	In communication, the influence of action response impact on employees	0,532	0,254	Valid
10	Communication with colleagues is established with Good	0,761	0,254	Valid

Source: Data processing 2023

Based on the data of the table above, the communication variable (X1) was obtained with the value of $r_{\text{calculation}} > r_{\text{table}}$ (0.254). Thus, all questionnaire statements were declared valid. For this reason, the questionnaire used is worthy of being processed as research data.

Table 6 Results of the Validity Test of Occupational Safety and Health Variables (X₂)

No	Questionnaire	r_{count}	r_{table}	Information
1	The level of cleanliness of my work environment is good	0,815	0,254	Valid
2	The circumstances of my workplace make me comfortable at work	0,803	0,254	Valid
3	The air temperature level in my place is good	0,638	0,254	Valid
4	Good air circulation in the workplace	0,657	0,254	Valid
5	Lighting arrangements in my workplace have been well tailored	0,634	0,254	Valid
6	Adequate lighting conditions in the room	0,610	0,254	Valid
7	Tools or working machines in good condition	0,740	0,254	Valid
8	Provision of personal protective equipment (PPE) Adequate	0,576	0,254	Valid
9	My health insurance is taken care of by Company	0,515	0,254	Valid
10	I have been regularly checked for his health by Company	0,587	0,254	Valid

Source: Data processing 2023

Based on the data of the table above, the occupational safety and health variable (X₂) obtained the value of $r_{\text{calculation}} > r_{\text{table}}$ (0.254). Thus, all questionnaire statements were declared valid. For this reason, the questionnaire used is worthy of being processed as research data.

Table 7 UJi Results of Employee Performance Variable Validity (Y)

No	Questionnaire	r_{count}	r_{table}	Information
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No	Questionnaire	r _{count}	r _{table}	Information
1	I complete the work with precision The high	0,849	0,254	Valid
2	The quality of work that I do is by How the company works	0,818	0,254	Valid
3	I carry out the job maximally for good results	0,770	0,254	Valid
4	I can achieve my work targets determined by the company	0,799	0,254	Valid
5	I can produce some work at the same time	0,759	0,254	Valid
6	The result of my work is undoubtedly because by existing standards	0,824	0,254	Valid
7	I can get the job done faster than the specified time	0,639	0,254	Valid
8	I am working hard, and I am responsible	0,684	0,254	Valid
9	I always dare to take risks in The work I do	0,764	0,254	Valid
10	I feel comfortable with an accountable job	0,658	0,254	Valid

Source: Data processing 2023

Based on the data in the table above, the employee performance variable (Y) was obtained from the r value calculated > the r_{table} (0.254). Thus, all questionnaire statements were declared valid. For this reason, the questionnaire used is worthy of being processed as research data.

Table 8 Results of Independent and Dependent Variable Reality Test

Variable	<i>Cronbatch Alpha</i>	<i>Standar Cronbatch Alpha</i>	Results
Communication (X ₁)	0.868	0.600	Reliabel
Occupational Safety and Health (X ₂)	0.844	0.600	Reliabel
Employee Performance (Y)	0.912	0.600	Reliabel

Source: Data processing 2023

Based on the tests in the table above show that the variables of Communication (X₁), Occupational Safety and Health (X₂) and Employee Performance (Y) are declared reliable; it is proven by each variable having a *Cronbach Alpha* value of more than 0.600.

As my Classic

Table 9 Kolmogorov – Smirnov Test Results One – Sample Kolmogorov – Smirnov Test

	Unstandardized
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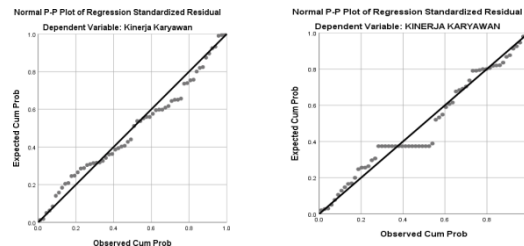
		Residual
N		62
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.71847028
Most Extreme Differences	Absolute	.162
	Positive	.162
	Negative	-.098
Test Statistic		.162
Asymp. Sig. (2-tailed)		.000 ^c

Source: SPSS Processing in 2024

- a. Test distribution is Normal
- b. Calculated from data
- c. Liliefors Significance Correction

Based on the Kolmogorov-Smirnov *normality test*, a significance value of $0.083 > 0.050$ was obtained, so it can be concluded that the normal distribution.

Uji Normalitas Histogram



Gambar 2 Probability Plot

The figure above shows that the probability *plot graph* shows a normal chart pattern from the point that spreads around the diagonal line and spreads along the diagonal line. Therefore, the regression model satisfies the assumption of normality.

Table 10 Multicollinearity Test Results with Collinearity

Variable	Tolerance	VIF	Criterion
Communication (X ₁)	0,769	1,300	No multilinearity occurs
Occupational Safety and Health (X ₂)	0,769	1,300	No multilinearity occurs

Source: Data processing 2023

Based on the results of the multicollinearity test in the table above, the *tolerance value* of the communication variable (X₁) was 0.769. The occupational safety and health (X₂) value was 0.769, where

the two values were < 1 , and the VIF (*Variance Inflation Factor*) value of the communication variable (X1) was 1.300. The value of occupational safety and health (X2) was $1.300 < 10$. Thus, this regression model does not cause multicollinearity disorders.

Table 11 Results of Autocorrelation Test with Durbin-Watson

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.630 ^a	.397	.376	4.170	1.768
a. Predictors: (Constant), Occupational Safety and Health, Communication					
b. Dependent Variable: Employee Performance					

Source: Data processing 2023

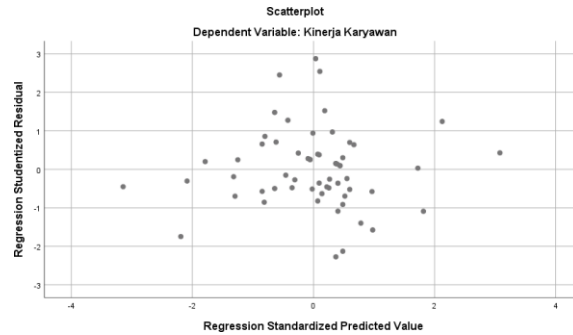
Based on the test results in the table above, this regression model has no autocorrelation; this can be proven by the *Durbin-Watson* value of 1,768 between the interval of 1,550 – 2,460.

Table 12 Results of Heteroscedasticity Test with Glejser Test

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.647	3.335		.494	.623
	Communication	.221	.085	.366	2.585	.012
	Occupational Safety and Health	-.186	.088	-.299	-2.108	.039
a. Dependent Variable: RES2						

Source: Data processing 2023

Based on the Glejser Test, the significance value for Communication (X1) was $0.012 > 0.05$, and the significance value for Occupational Safety and Health (X2) was $0.039 > 0.05$, so it can be concluded that the two variables (X) do not have heteroscedasticity.



Gambar 3 Scatterplot

Prediction of the bound variable (ZPRED) and its residual value (SRESID) with the following conditions:

- If the dots form a certain pattern, such as large waves widening and squeezing, there has been a heteroscedasticity disturbance.
- No heteroscedasticity disturbance exists if the dots spread out without forming a specific pattern.

Based on the results of the figure above, the points in the *scatterplot* graph do not have a clear distribution pattern or do not form a specific pattern. Thus, it can be concluded that there is no heteroscedasticity disturbance in the regression model, so this regression model is suitable for use.

Table 13

Results of Simple Linear Regression Testing of Communication Variables (X1) on Employee Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.005	5.039		2.978	.004
	Communication	.613	.132	.519	4.625	.000
a. Dependent Variable: Employee Performance						

Source: Data processing 2023

Based on the results of the regression calculation in the table above, the regression equation $Y = 15,005 + 0.613X_1$ can be obtained. From the above equation, it can be concluded as follows:

- A constant value of 15,005 means that if the Communication variable (X_1) does not exist, there is an Employee Performance value (Y) of 15,005 *points*.
- The value of the Communication regression coefficient (X_1) of 0.613 means that if the constant is fixed and there is no change in the Communication variable (X_1), then every change of 1 unit in the Communication variable (X_1) will result in a change in Employee Performance (Y) of 0.613 *points*.

Table 14

Results of Simple Linear Regression Testing of Occupational Safety and Health Variables (X2) on Employee Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.619	4.958		2.545	.014
	Safety and Health Work	.686	.132	.563	5.184	.000

a. Dependent Variable: Employee Performance

Source: Data processing 2023

Based on the results of the regression calculation in the table above, the regression equation $Y = 12.619 + 0.686X_2$ can be obtained. From the above equation, it can be concluded as follows:

- Based on the results of the regression calculation in the table above, the regression equation $Y = 12.619 + 0.686X_2$ can be obtained. From the above equation, it can be concluded as follows.
- The value of the regression coefficient of Occupational Safety and Health (X_2) of 0.686 means that if the constant is fixed. Suppose there is no change in the Occupational Safety and Health variable (X_2). Every change of 1 unit in the Safety and Health variable (X_2) will result in a change in Employee Performance (Y) of 0.686 *points*.

Table 15

Results of Multiple Linear Regression Testing of Communication Variables (X1) and Occupational Health Safety (X2) on Employee Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.248	5.405		.971	.336
	Communication	.382	.138	.323	2.758	.008
	Occupational Safety and Health	.496	.143	.407	3.473	.001

a. Dependent Variable: Employee Performance

Source: Data processing 2023

Based on the results of the regression calculation in the table above, the regression equation $Y = 5.248 + 0.382X_1 + 0.496X_2$ was obtained. From the above equation, it can be concluded as follows:

- A constant value of 5,248 means that if the Communication (X_1) and Occupational Health and Safety variables (X_2) are not considered, then Employee Performance (Y) is 5,248 *points*.
- The value of the Communication regression coefficient (X_1) of 0.382 means that if the constant is fixed and there is no change in the Communication variable (X_1), then every change of 1 unit in the Communication variable (X_1) will result in a change in Employee Performance (Y) of 0.382 *points*.
- The value of the regression coefficient of Occupational Safety and Health (X_2) of 0.496 means that if the constant is fixed. Suppose there is no change in the Occupational Safety and Health variable (X_2). In that case, every change of 1 unit in the Occupational Safety and Health variable (X_2) will result in a change in Employee Performance (Y) of 0.496 *points*.

Table 16

Results of Analysis of Partial Correlation Coefficient Between Communication (X_1) and Employee Performance (Y)

Correlations			
		Communication	Employee
Communication	Pearson Correlation	1	.519**
	Sig. (2-tailed)		.000
	N	60	60
Employee Performance	Pearson Correlation	.519**	1
	Sig. (2-tailed)	.000	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing 2023

Based on the test results in the table above, it can be seen that the influence of communication on employee performance is obtained with a correlation coefficient value of 0.519 and a positive value. The two variables have a moderate relationship where the value is in the interval of 0.400 – 0.599.

Table 17

Results of Analysis of Partial Correlation Coefficient Between Occupational Safety and Health (X_2) on Employee Performance (Y)

Correlations		
	Safety and	Employee

		Occupational Health	Performance
Safety and Health Kerja	Pearson Correlation	1	.563**
	Sig. (2-tailed)		.000
	N	60	60
Employee Performance	Pearson Correlation	.563**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Data processing 2023

Based on the test results in the table above, it can be seen that the influence of occupational safety and health on employee performance was obtained with a correlation coefficient value of 0.563 and a positive value. The two variables have a moderate relationship where the value is in the interval of 0.400 – 0.599.

Table 18

Results of Simultaneous Correlation Coefficient Analysis Between Communication (X1) and Occupational Health Safety (X2) on Employee Performance (Y)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.630 ^a	.397	.376	4.16971	.397	18.768	2	57	.000
a. Predictors: (Constant), Occupational Safety and Health, Communication									

Source: Data processing 2023

Based on the test results in the table above, it can be seen that the influence of communication and occupational health and safety on employee performance was obtained with a correlation coefficient value of 0.630 and a positive value. Where the value is in the interval of 0.600 – 0.799, the two variables have a strong relationship level.

Table 19

Results of Analysis of Partial Coefficient of Determination Between Communication (X1) and Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519 ^a	.269	.257	4.55008
a. Predictors: (Constant), Communication				

Source: Data processing 2023

Based on the results of the table above, the *R-square* value (Coefficient of Determination) is obtained at 0.269, so it can be concluded that the communication variable (X1) affects the employee performance variable (Y) by 26.9%. In comparison, other factors influence the remaining 73.1%.

Table 20

Results of Analysis of Partial Coefficient of Determination Between Occupational Safety and Health (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563 ^a	.317	.305	4.40075
a. Predictors: (Constant), Occupational Safety and Health, Communication				

Source: Data processing 2023

Based on the results of the table above, the *R-square* value (Coefficient of Determination) is 0.317, so it can be concluded that the occupational safety and health variable (X2) affects the employee performance variable (Y) by 31.7%. In comparison, other factors influence the remaining 68.3%.

Table 21

Results of Simultaneous Coefficient of Determination Analysis Between Communication (X1) and Occupational Safety and Health (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.376	4.16971
a. Predictors: (Constant), Occupational Safety and Health, Communication				

Source: Data processing 2023

Based on the table above, the *R-square* (Coefficient of Determination) value of 0.397 can be concluded that the communication variable (X1) and Occupational Health Safety (X2) affect the

employee performance variable (Y) by 39.7%. In comparison, other factors influence the remaining 60.3%.

Table 22
 Results of the Partial Hypothesis Test (t-Test) Between Communication (X1) and Employee Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.005	5.039		2.978	.004
	Communication	.613	.132	.519	4.625	.000
a. Dependent Variable: Employee Performance						

Sumber: Olah data 2023

Based on the above test results, the t-value was obtained $> t$ table or $(4.625 > 2.002)$. It is also strengthened by *the* p value $< sig.$ 0.05 or $(0.000 < 0.05)$. Thus, H_0 is rejected, and H_1 is accepted, which shows a significant influence between communication and employee performance.

Table 23
 Results of the Partial Hypothesis Test (t-Test) Between Occupational Safety and Health (X2) on Employee Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.619	4.958		2.545	.014
	Occupational Safety and Health	.686	.132	.563	5.184	.000
a. Dependent Variable: Employee Performance						

Source: Data processing 2023

Based on the results of the above test, the t-value calculated $> t$ table or $(5.184 > 2.002)$ was obtained. It is also strengthened by the value of p value $< sig.$ 0.05 or $(0.000 < 0.05)$. Thus, H_0 is rejected, and H_2 is accepted, which shows a significant influence between occupational safety and health on employee performance.

Table 24

Results of Simultaneous Hypothesis Test (Test f) Between Communication (X1) and Occupational Health Safety (X2) on Employee Performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	652.619	2	326.309	18.768	.000 ^b
	Residual	991.031	57	17.387		
	Total	1643.650	59			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Occupational Safety and Health, Communication						

Source: Data processing 2023

Based on the results of the test of the table above, the F value is obtained $> F$ table or $(18.768 > 3.16)$; this is also strengthened by p value $< Sig.$ 0.05 or $(0.000 < 0.05)$. Thus, H_0 is rejected, and H_3 is accepted, which shows that there is a significant simultaneous influence between Communication (X1) and Occupational Health and Safety (X2) on Employee Performance (Y).

CONCLUSION

Based on the results of the research on PT Labelindo Mas Utama, the following conclusions can be drawn: Communication has a significant effect on employee performance with the value of the regression equation $Y = 15.005 + 0.613X_1$, the correlation coefficient is 0.519, meaning that the two variables have a moderate level of relationship. The value of determination or contribution of influence was 0.269 or 26.9%, while other factors influenced the remaining 73.1%. The hypothesis test was obtained from the t -value calculated $> t$ table $(4.625 > 2.002)$, which was also strengthened by the p value $(0.000 < 0.05)$; thus, H_0 was rejected and H_1 was accepted, meaning that there was a significant influence between Communication (X1) on Employee Performance (Y) at PT Labelindo Mas Utama. Occupational Safety and Health had a significant effect on employee performance with the regression equation value $Y = 12.619 + 0.686X_2$, and the correlation coefficient was 0.563, meaning that the two variables had a moderate level of relationship. The value of determination or contribution of influence was 0.317 or 31.7%, while other factors influenced the remaining 68.3%. The hypothesis test was obtained with a t -value calculated $> t$ table $(5.184 > 2.002)$; it was also strengthened by the p value $(0.000 < 0.05)$; thus, H_0 was rejected, and H_2 was accepted, meaning that there was a significant influence between Occupational Safety and Health (X2) on Employee Performance (Y) at PT Labelindo Mas Utama. Communication and occupational health and safety significantly affected employee performance, with the regression equation

value $Y = 5.248 + 0.382X_1 + 0.496X_2$, and the correlation coefficient of 0.630 means that the two variables have a strong relationship level. The value of determination or contribution of influence was 0.397 or 39.7%, while other factors influenced the remaining 60.3%. The hypothesis test obtained a t-value calculated $> t\text{-table}$ ($18.768 > 3.16$); it was also strengthened by the ρ value ($0.000 < 0.05$); thus, H_0 was rejected, and H_3 was accepted, meaning that there was a significant influence between Communication (X_1) and Occupational Health Safety (X_2) on Employee Performance (Y) at PT Labelindo Mas Utama.

Based on the direct experience of researchers in this research process, there are several limitations experienced and can be several factors that can be more attention for other researchers in further improving their research. Because this research itself certainly has shortcomings that need to be continuously enhanced in future research. The study has several limitations, including the number of respondents being only 60, and of course, more than the Maish is needed to describe the real situation. Interviews with the management were not conducted thoroughly due to the busyness of the parties concerned. Direct interviews with management can better explain the company's real state. The information provided by respondents through questionnaires is very relevant because sometimes there are differences in thoughts, assumptions, and understandings that differ for each respondent, as well as the honesty factor in filling out the respondents' opinions in the questionnaire.

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