



Article info : *Received* : Juni 2025 ; *Revised* : July 2025 ; *Accepted* : August 2025

The Influence of Communication and Work Supervision on Employee Performance

Hariato¹; Oki Iqbal Khair²

¹⁻²Pamulang University, Email : : ¹hariantohariato54@gmail.com ; ²dosen01801@unpam.ac.id,

Abstract. This research aims to determine the influence of communication and work supervision on employee performance, both partially and simultaneously, at PT. Inti Nomika Indonesia in Tangerang City. Methodology/approach – This research uses a quantitative method with a descriptive approach. The sample collection technique employs saturated sampling, and the sample obtained in this research consists of 96 respondents. Findings – It was found that. Communication has a positive and significant effect on employee performance, work supervision has a positive and significant effect on employee performance, and communication and work supervision together have a positive and significant effect on employee performance. Novelty/value – Improving skills through various training programs. Enhancing reporting systems to make them more systematic. Benchmarking is also necessary to broaden the insights of the employees of PT. Inti Nomika Indonesia in Tangerang City.

Keywords: Communication; Work Supervision; Employee Performance

A. INTRODUCTION

PT Inti Nomika Indonesia is a company established in 2012 through a notarial deed issued on June 23, 2012. The company operates in the field of offset printing and packaging, serving packaging needs such as carton boxes and industrial boxes since its inception. PT Inti Nomika Indonesia is located in the strategic industrial area of Kawasan Industri Manis, Curug, Tangerang.

Every company certainly has targets or goals to be achieved together. To reach these goals, an organization must have performance planning as a process in which supervisors and subordinates collaborate to plan what employees should accomplish, determine how performance should be measured, identify and plan ways to overcome obstacles, and achieve a mutual understanding of the work.

Performance consists of several aspects, namely quality, quantity, task execution, and responsibility. Good performance will, of course, produce favorable results for the company. Below is the delivery target at PT Inti Nomika Indonesia from April to July.

Table 1. Production Target of PT. Inti Nomika Indonesia

No	Target 2023	Realization 2023		Target 2024	Realization 2024	
		Qty	%		Qty	%
1	950.000 pcs	917,974 pcs	96,6%	10.000 pcs	868,570 pcs	86,8%
2	950.000 pcs	729,006 pcs	76,7%	10.000 pcs	684,029 pcs	68,4%
3	950.000 pcs	953,946 pcs	100%	10.000 pcs	823,235 pcs	82,3%
4	950.000 pcs	631,408 pcs	66,4%	10.000 pcs	625,626 pcs	62,5%
5	950.000 pcs	937,673 pcs	98,7%	10.000 pcs	841,690 pcs	84,1%
6	950.000 pcs	911,724 pcs	95%	10.000 pcs	882,158 pcs	88,2%
7	950.000 pcs	944,709 pcs	99,4%	10.000 pcs	941,215 pcs	94,1%
8	950.000 pcs	1,008,996 pcs	106,2%	10.000 pcs	944,613 pcs	94,4%
9	950.000 pcs	1,002,924 pcs	105%	10.000 pcs	753,270 pcs	75,3%
10	950.000 pcs	880,115 pcs	92,6%	10.000 pcs	906,871 pcs	90,6%
11	950.000 pcs	1,052,146 pcs	110%	10.000 pcs	801,532 pcs	80,1%
12	950.000 pcs	630,641 pcs	66,3%	10.000 pcs	630,641 pcs	63%

Source: HRD PT Inti Nomika Indonesia

The data on production targets and realizations over the past two years, namely 2023 and 2024, show that the level of production achievement fluctuated in each period. In 2023, the average realization compared to the target reached around 92.8%, with the highest achievement of 110% in the 11th month and the lowest at 66.3% in the 12th month. This indicates that although most production targets were successfully met, there were still several months in which the realization did not meet the established targets.

Meanwhile, in 2024, the average realization decreased to around 82%. The highest achievement occurred in the 8th month with a percentage of 94.4%, while the lowest was in the 4th month at only 62.5%. This decline indicates a decrease in the consistency of production performance compared to the previous year, which was likely influenced by internal factors such as labor effectiveness, raw material availability, or production process efficiency.

The comparison results show that although most production targets can still be achieved, the achievement level in 2024 has decreased compared to 2023. Therefore, improvements are needed in planning, production control, and performance evaluation to ensure that target achievements in the following year can increase again and remain stable above 90%.

A conducive work environment both in terms of facilities and interpersonal relationships plays an important role in increasing productivity, loyalty, and reducing employee turnover. Skilled, capable, and competent employees do not necessarily demonstrate good performance if their work morale is low. They will only make a truly positive contribution to the company when they have a strong desire to achieve. Conversely, employees who are less capable, less competent, and unskilled risk causing delays in completing work, which can ultimately harm the company.

Supervision within a company must be carried out effectively, as through supervision employees receive attention, guidance, instructions, and direction from their superiors. This in turn encourages employees to do their best for the company where they work. Such is the case at PT Inti Nomika Indonesia, which has implemented supervision over employee performance; however, there are still many employees who fail to fully understand instructions. Essentially, communication between superiors and subordinates must be aligned with the tasks to be performed in order to minimize mistakes at work. Every instruction delivered to subordinates must be clear and consistently monitored by supervisors during the work process, so that they can take immediate action in the event of any errors or negligence in carrying out assigned duties.

Communication is an important factor in human resource management that affects employee performance. Effective communication not only conveys information but also builds harmonious working relationships and creates mutual understanding. Clear information

delivery from superiors helps employees understand their tasks and responsibilities, while also preventing miscommunication and conflict. Two-way communication encourages employee participation, making them feel valued and more engaged in the work process.

In terms of communication among employees, good communication competence enables them to carry out and develop the tasks assigned to them, thereby improving the overall performance level of the company. Conversely, poor communication resulting from the absence of good relationships, authoritarian or indifferent attitudes, differences of opinion, or prolonged conflicts can lead to suboptimal work outcomes.

Poor communication can reduce motivation, create confusion, and hinder employee productivity. When information is not conveyed clearly, employees may struggle to understand work instructions, feel ignored, and tend to lose the enthusiasm to contribute. This condition can also trigger misunderstandings among coworkers or between employees and supervisors, ultimately disrupting the harmony of the work environment.

To overcome these issues, companies need to establish a transparent and open communication system supported by training, information technology, and an organizational culture that promotes openness to create a conducive work environment and improve performance. Effective communication not only streamlines workflows but also strengthens employees' sense of engagement and loyalty to the company. With good communication, every individual in the organization can clearly understand their role, feel valued, and be motivated to give their best contribution.

Employee performance reflects the extent to which employees are motivated in their work and in fulfilling their duties and responsibilities within the company. In an organization, employees are one of the most important resources. They serve as the executors in achieving the company's goals. Even work facilities such as machines or advanced equipment still require human labor to operate them. By utilizing these various work facilities, employees can perform their tasks more effectively and improve the quality of their performance.

Based on previous research, it has been explained that work communication and work supervision have a significant influence on employee performance. Work communication is a process in which information is transferred from one person to another to facilitate production activities, while an effective supervision system plays a crucial role in improving employee performance. Without proper supervision, employee performance within the company will decline; therefore, supervision is needed to help achieve the company's desired goals.

B. LITERATURE REVIEW

According to Mangkunegara (2017:145), "Communication is the process of transferring information, ideas, or understanding from one person to another, with the expectation that the recipient can interpret it in accordance with the intended purpose."

According to Lasswell in Effendy (2017:10), "Communication is the process of delivering messages by the communicator to the communicant through a medium that produces a certain effect". According to Hamiruddin (2019:141), there are four indicators of communication: wisdom and politeness, feedback reception, information sharing, and providing explanations.

Siagian, as cited in Irmayani (2022:150), stated that the function of supervision is to highlight what is happening during the implementation of ongoing operational activities. Meanwhile, according to Handoko (2017:359), "Supervision can be defined as a process to ensure that organizational and managerial objectives are achieved". Furthermore, Handoko (2017:373–374) explained that the indicators of effective supervision include: accuracy, timeliness, objectivity and comprehensiveness, focus on strategic control points, economic realism, organizational realism, coordination with organizational workflow, flexibility, practicality and operational guidance, and acceptance by members of the organization.

According to Kasmir (2019:182), "Performance is the result of work and actions achieved by fulfilling the tasks and responsibilities assigned within a certain period of time."

According to Afandi (2021:83), "Performance is the willingness of an individual or a group to carry out or improve activities in accordance with their responsibilities, with the expected results". Employee performance indicators according to John Miner in Mangkunegara (2017:70) include: work quality, work quantity, cooperation, responsibility, and initiative.

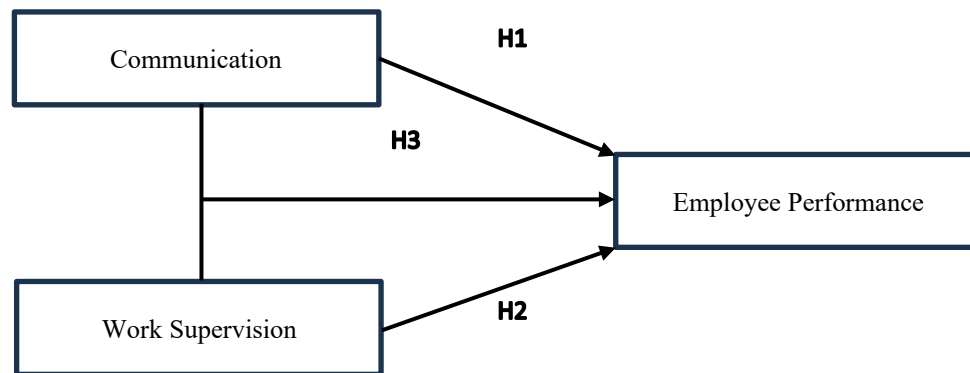


Figure 1. Framework of Thinking

Based on the conceptual framework presented above, the following hypotheses are proposed by the researcher and will be empirically tested to examine their validity : $(H_{a1}: p \neq 0)$: There is a significant effect of communication on employee performance at PT. Inti Nomika Indonesia, Tangerang City.

$(H_{a2}: p \neq 0)$: There is a significant effect of work supervision on employee performance at PT. Inti Nomika Indonesia, Tangerang City.

$(H_{a3}: p \neq 0)$: There is a significant simultaneous effect of communication and work supervision on employee performance at PT. Inti Nomika Indonesia, Tangerang City.

C. RESEARCH METHODOLOGY

The type of research used in this study is associative quantitative research, which means that the study is based on existing theories and aims to determine the influence between independent and dependent variables through statistical analysis. The population in this study consists of all employees working at PT. Inti Nomika Indonesia in Tangerang City, totaling 96 employees. Since the total number of employees at PT. Inti Nomika Indonesia in Tangerang City is 96, this study employs a saturated sampling method or probability sampling. According to Sugiyono (2017:122), "Probability sampling is a sampling technique that provides equal opportunities for every element (member) of the population to be selected as a sample member." Therefore, the total number of samples in this study is 96 respondents.

The research techniques used include observation, literature study, questionnaires, and documentation. The tests employed in this study consist of validity testing, reliability testing, classical assumption testing (normality test, multicollinierity test, heteroscedasticity test), statistic test (regression testing, correlation coefficient testing, determination coefficient testing), and hypothesis testing (partial test (t-test), simultaneous test (F-test)).

D. RESULTS AND DISCUSSION

Validity Test

Based on the validity test of the questionnaires for the variables of communication, work supervision, and employee performance, the overall test results show values above the

r-table (0.201). Therefore, all questionnaire items can be declared valid and are suitable for further research analysis.

Reliability Test

Based on the reliability testing results, the questionnaires for the variables of communication ($\alpha = 0.906$), work supervision ($\alpha = 0.916$), and employee performance ($\alpha = 0.902$) each obtained Cronbach's Alpha values exceeding the acceptable threshold of 0.600. Hence, all measurement instruments can be considered reliable and appropriate for subsequent stages of the research.

Normality Test

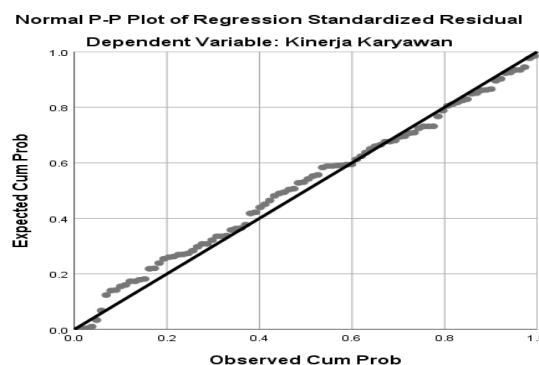
Table 2. Results of the Normality Test Using the Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		96
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.85961277
Most Extreme Differences	Absolute	.064
	Positive	.048
	Negative	-.064
Test Statistic		.064
Asymp. Sig. (2-tailed)		.200 ^{c,d}

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

Source: Processed Data Results by the Researcher Using SPSS 24

The results presented in Table show that the Kolmogorov-Smirnov normality test yielded a significance value of $\alpha = 0.200$, which exceeds the 0.050 threshold. Accordingly, the distribution of the variables can be considered to follow a normal distribution.



Source: Processed Data Results by the Researcher Using SPSS 24

Figure 2. Results of the Normality Test Using a P-P Plot

The normality test using the P-P plot assumes that the data distribution can be considered normal if the points are scattered closely around the diagonal line and follow it from corner to corner. Similarly, when observed in a histogram, a normal distribution pattern is indicated by a symmetrical bell-shaped curve. Therefore, if the data points follow these patterns, the distribution of the data can be considered normal.

Multicollinierity Test

Table 3. Results of the Multicollinearity Test with Employee Performance as the Dependent Variable

Coefficients^a

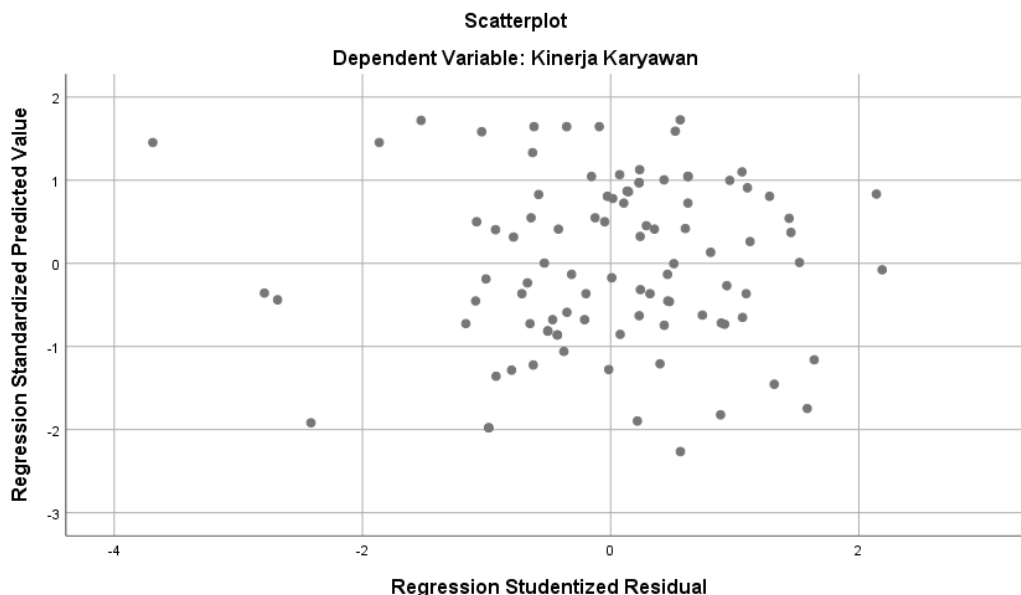
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Komunikasi	.248	4.026
	Pengawasan Kerja	.248	4.026

a. Dependent Variable: Employee Performance

Source: Processed Data Results by the Researcher Using SPSS 24

The results in the table above indicate that, for the communication variable, the tolerance value is 0.248 (> 0.10) and the VIF value is 4.026 (< 10.00). Similarly, for the work supervision variable, the tolerance value is 0.248 (> 0.10) and the VIF value is 4.026 (< 10.00). These results suggest that neither the communication variable nor the work supervision variable exhibits multicollinearity.

Heteroscedasticity Test



Source: Processed Data Results by the Researcher Using SPSS 24

Figure 3. Results of the Heteroscedasticity Test Using a Glejser Test

The scatterplot in the figure above shows that the residuals are randomly distributed around zero, both above and below the Y-axis. This indicates that the regression model does not exhibit heteroscedasticity, fulfilling the assumption of constant variance.

Regression Test

Table 4. Results of Simple Linear Regression Test of Communication (X_1) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.144	2.189		4.178	.000
Komunikasi	.780	.060	.802	13.029	.000

a. Dependent Variable: Employee Performance

Source: Processed Data Results by the Researcher Using SPSS 24

Based on the calculation results, the simple linear regression equation for the effect of communication (X_1) on employee performance (Y) is: $Y = 9,144 + 0.780 X_2$. The results of the analysis above can be interpreted as follows:

- The constant value of the regression equation is 9,144, which indicates that in the absence of communication, employee performance still has a baseline value of 9,144. In other words, if the communication variable equals 0, employee performance remains at 9,144.
- The communication variable has a positive effect on employee performance, with a regression coefficient of 0.780. This means that for every one-unit increase in communication, assuming other factors remain constant, employee performance is expected to increase by 0.780 units.

Table 5. Results of Simple Linear Regression Test of Work Supervision (X_2) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.748	2.017		3.842	.000
Pengawasan Kerja	.812	.055	.837	14.846	.000

a. Dependent Variable: Employee Performance

Source: Processed Data Results by the Researcher Using SPSS 24

Based on the calculation results, the simple linear regression equation for the effect of work supervision (X_2) on employee performance (Y) is: $Y = 7.748 + 0.812 X_2$. The results of the analysis above can be interpreted as follows:

The constant value of the regression equation is 7.748, which indicates that in the absence of work supervision, employee performance still has a baseline value of 7.748. In other words, if the work supervision variable equals 0, employee performance remains at 7.748.

The work supervision variable has a positive effect on employee performance, with a regression coefficient of 0.812. This means that for every one-unit increase in work supervision, assuming other factors remain constant, employee performance is expected to increase by 0.812 units.

Table 6. Results of Multiple Linear Regression Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.382	2.006		3.182	.002
Komunikasi	.299	.106	.308	2.816	.006
Pengawasan Kerja	.554	.106	.571	5.225	.000

a. Dependent Variable: Employee Performance

Source: Processed Data Results by the Researcher Using SPSS 24

Considering the results of this calculation, the multiple regression equation can be expressed as follows: $Y = 6.382 + 0.299 X_1 + 0.554 X_2 + \alpha$

From the equation above, the interpretation is as follows:

The constant value of 6.382 indicates that if both communication (X_1) and work supervision (X_2) are absent, employee performance still has a baseline value of 6.382 units.

The coefficient of 0.299 for the communication variable (X_1) means that, assuming other factors remain constant, each one-unit increase in communication will lead to an increase in employee performance by 0.299 units.

Correlation Coefficient Test

Table 7. Results of Partial Correlation Test Between Communication (X_1) and Employee Performance (Y)
Correlations

		Komunikasi	Kinerja Karyawan
Komunikasi	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	96	96
Kinerja Karyawan	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	96	96

** . Correlation is significant at the 0,01 level (2-tailed).

Source: Processed Data Results by the Researcher Using SPSS 24

The partial correlation test shows that the correlation coefficient (R) between communication (X_1) and employee performance (Y) is 0.802. This suggests a very strong positive relationship between the two variables, according to the standard interpretation scale of 0.800–1.000.

Table 8. Results of Partial Correlation Test Between Work Supervision (X_2) and Employee Performance (Y)
Correlations

		Pengawasan Kerja	Kinerja Karyawan
Pengawasan Kerja	Pearson Correlation	1	.837**
	Sig. (2-tailed)		.000
	N	96	96
Kinerja Karyawan	Pearson Correlation	.837**	1
	Sig. (2-tailed)	.000	
	N	96	96

** . Correlation is significant at the 0,01 level (2-tailed).

Source: Processed Data Results by the Researcher Using SPSS 24

The partial correlation test shows that the correlation coefficient (R) between work supervision (X_2) and employee performance (Y) is 0.837. This suggests a very strong positive relationship between the two variables, based on the standard interpretation scale of 0.800–1.000.

Determination Coefficient Test

Table 9. Results of Partial Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851 ^a	.724	.719	3.901

a. Predictors: (Constant), Work Supervision, Communication

b. Dependent Variable: Employee Performance

Source: Processed Data Results by the Researcher Using SPSS 24

The simultaneous determination coefficient test shows that the R^2 value is 0.724. This implies that communication (X_1) and work supervision (X_2) jointly explain 72.4% of the variance in employee performance (Y), whereas the remaining 27.6% is attributed to other factors not included in the model.

Partial Hypothesis Test (t-test)

Table 10. Results of the t-Test for the Effect of Communication (X_1)

on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.144	2.189		4.178	.000
Komunikasi	.780	.060	.802	13.029	.000

a. Dependent Variable: Employee Performance

Source: Processed Data Results by the Researcher Using SPSS 24

The partial hypothesis test (t-test) between the communication variable and the employee performance variable produced a t-count value of 13.029, which is greater than the t-table value of 1.986, with a significance value of $0.000 < 0.05$. Thus, it can be concluded that the communication variable has a positive and significant effect on employee performance. Thus, H_0 is rejected and H_{a1} is accepted.

Table 11. Results of the t-Test for the Effect of Work Supervision (X_2) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.748	2.017		3.842	.000
Pengawasan Kerja	.812	.055	.837	14.846	.000

a. Dependent Variable: Employee Performance

Source: Processed Data Results by the Researcher Using SPSS 24

The partial hypothesis test (t-test) between the work supervision variable and the employee performance variable produced a t-count value of 14.846, which is greater than the t-table value of 1.986, with a significance value of $0.000 < 0.05$. Therefore, it can be concluded that the work supervision variable also has a positive and significant effect on employee performance. Thus, H_0 is rejected and H_{a2} is accepted.

Simultaneous Hypothesis Test (F-test)

Table 12. Results of the Simultaneous Hypothesis Test (F-test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3721.562	2	1860.781	122.283	.000 ^b

Residual	1415.178	93	15.217		
Total	5136.740	95			

- Dependent Variable: Employee Performance
 - Predictors: (Constant), Work Supervision, Communication
- Source: Processed Data Results by the Researcher Using SPSS 24

The simultaneous hypothesis test (F-test) yielded an F-count value of 122.283, which is greater than the F-table value of 3.094, with a significance value of $0.000 < 0.05$. Hence, it can be concluded that the communication and work supervision variables jointly have a positive and significant influence on the employee performance variable. Thus, H_0 is rejected and H_{a3} is accepted.

E. CONCLUSIONS AND SUGGESTIONS

The results of the study indicate that both independent variables, namely communication and work supervision, each have a positive and significant effect on the dependent variable, employee performance at PT. Inti Nomika Indonesia. Furthermore, the study also shows that the communication and work supervision variables jointly have a positive and significant effect on employee performance.

Based on these findings, the researcher has drawn conclusions and provided the following recommendations for the company: 1) Employees should participate in effective communication training, particularly in the areas of logically organizing ideas and using clear and simple language; 2) Employees should use a systematic reporting format and pay attention to concise, easily understandable language; 3) Employees are encouraged to be more actively involved in discussions, training, or benchmarking activities.

REFERENCES

- Anwar Prabu Mangkunegara. (2017). Corporate Human Resource Management, Bandung: Rosdakarya Youth. <https://perpustakaan.binadarma.ac.id/opac/detail-opac?id=4916>
- Aditya Pratama. (2020). Unemployment Reaches 9.77 Million, Most Among 15-24 Year Olds. Okezone.com. Wednesday, December 2, 2020. Accessed December 3, 2020. https://icmem.sbm.itb.ac.id/uploads/proceedings/20181023_328639.pdf
- Arif, F., Azis, A., & Susilawati, S. (2022). The Influence of Communication and Work Environment on the Performance of Employees in East Ciputat District. Journal of Business Disruption, 5(6), 604. <https://doi.org/10.32493/drj.v5i6.25076>
- Chandra, D., Nazmi, H., Suling, S., & Winalda, W. (2020). The Influence of Satisfaction, Communication, and Supervision on Employee Performance at PT. Alfa Scorpii Medan. Scientific Journal of METHONOMI, 6(2), 33-46. <https://doi.org/10.31539/jomb.v4i2.4716>
- Fa'alillah, Z. (2023). The influence of communication and controlling on employee performance through motivation in the savings and loan unit (USP) of KUD Tani Jaya. J. Ilmu Manaj, 11(1), 27-40. <https://doi.org/10.52475/saintara.v8i2.321>

- Khair, O. I. (2018). The influence of leadership, organizational communication, and motivation on employee performance at the Grand Manhattan Club Hotel Borobudur Jakarta. *Jurnal Madani: Ilmu Pengetahuan, Teknologi, dan Humaniora*, 1(1), 185-209. <https://doi.org/10.33753/madani.v1i1.10>
- Surajiyo, S., & Jepri, J. (2021). The Influence of Supervision and Communication on Employee Performance at the Musi Rawas Regency Education Office. *Interprof Journal*, 7(2), 78-90. <https://doi.org/10.32767/interprof.v6i1.914>
- Sriwahyuni, I., Said, A., & Mustari, N. (2021). The Influence of Supervision on Employee Performance at the Bontonompo District Office, Gowa Regency. *Unismuh Journal*, 2(5), 1531-1547. <https://doi.org/10.26618/kimap.v2i5.3895>
- Sunarto, A., & Anjani, I. B. (2022). The Influence of Work Environment and Communication on Employee Performance at Andalan Chrisdeco in South Jakarta. *Swara Management Scientific Journal*, 2(2), 152-167. <https://doi.org/10.32493/jism.v2i2.24680>
- Wasiman, W. (2018). The Influence of Leadership Style, Motivation, and Communication on Employee Performance at Private Hospitals in Batam City. *Akrab Juara: Jurnal Ilmu-Ilmu Sosial*, 2(1), 18-30. <https://akrabjuara.com/index.php/akrabjuara/article/view/59>