

Research article

The Effect of Quality-controlled Communication on Employee Performance at a Local Manufacturing Company in Mojokerto, Indonesia

Nina Ismaya and Ainur Rochmaniah

Program Studi Ilmu Komunikasi, Universitas Muhammadiyah, Sidoarjo, Indonesia

ORCIDAinur Rochmaniah: <https://orcid.org/0000-0001-7969-767X>**Abstract.**

The purpose of this study was to determine the effect of quality-controlled (QC) communication on the performance of employees of the production division of PT. Indopack Printing Mojokerto. A mini audit was done on the day-to-day communication used for the management, organization, correspondence, and feedback purposes in the department. The study used a quantitative descriptive method and the study population was 390 employees from the department. The sample size was 80 employees and the technique used was proportional random sampling. Data were analyzed using multiple linear regression formulas. The results showed that employee performance was influenced by the variables such as management, organization, communication, and feedback. This was reinforced by an R-square of 86.5%. Therefore, if the QC communication is improved, employee performance will increase in terms of quality, quantity, and time management, thereby minimizing the decline in the production quality and complaints related to it.

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Rochmaniah; email:
ainur@umsida.ac.id**Published:** 01 August 2022Publishing services provided by
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1. Introduction

A good organization is something that is very desirable for everyone. In an organization or company there is a communication process between employees and between employees and leaders. In an effort to keep the organization intact, of course, it is necessary to have a communication process as a binding tool. Communication itself is a reciprocal process of exchanging signs to inform, command, or persuade based on shared meanings and conditions through communicator relationships and social contexts [1]. Schram also said that communication is a two-way process in which the sender and receiver of communication messages are in the context of the actual frame of reference, their respective social relationships and situations [2]. Good communication

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is needed so that the organization can run smoothly and successfully and vice versa”, “lack or no communication,” the organization “can be jammed or messy [3].

PT Indopack Printing is an industry engaged in offset printing and packaging. PT Indopack Printing is an industry that relies on job orders from customers. Therefore, prioritizing quality and continuing to innovate so as to produce high quality products to be able to compete with competitors. Therefore, this company established Quality Control (QC) which is responsible for ensuring that raw materials are in accordance with quality specification standards, and assisting production to monitor and control work quality. The Quality Control party must inform if there are results that are not in accordance with the specifications and quality standards set by the company.

Obtained from the results of marketing reports, until now there are still frequent customer complaints. The results of the report from the table above are: there are 12 companies that only have 1 customer complaint, namely DIGDAYA, CV, Central Bukit Moria, CV, Kuda Raya Karya Nusa, PT, Djago, PT, Maspion Electronic, PT, PAN PACIFIC DEVELOPMENT, PT, Lautan Natural Krimerindo, PT, DAEWOONG INFION, PT, Kimia Farma (Persero) Tbk, PT, Javaprima Abadi, PT, Sango Ceramics Indonesia, PT. There are 2 companies that have 2 complaints, namely: Karunia Alam Segar, PT, Karunia Alam Segar, PT. There is 1 company that has 4 complaints, namely SEJATI TRITUNGAL INDAH, PT. There are 5 complaints from Ultra Prima Abadi company, PT. There were 6 complaints from Konimex company, PT. There were 7 complaints from 2 companies, namely: Fumakilla Nomos, PT, Santos Jaya Abadi, PT. there were 8 complaints from Wings Surya company, PT. there are 9 complaints from Phapros company, PT. There were 11 complaints from the company Reckitt Benckiser Indonesia, PT. There were 12 complaints from Natura Laboratoria Prima, PT. and the most frequent customer complaints are Bernofarm, PT as many as 20 complaints

Good production quality will result in customer satisfaction, on the contrary if the quality of the resulting production is bad it will result in customer complaints [4]. In this case, it can raise various questions related to the communication carried out by Quality Control so that it can affect the performance of the employees of the production department. The problem that occurs is that there are many customer complaints due to the production process that is still not working well so that in the inline process it is necessary to be accompanied by Quality Control to ensure that the product is feasible to be sent to the customer. In this case Quality Control in carrying out its duties directly (Face to face). Because the existence of Quality Control cannot be separated from creating a conducive atmosphere among fellow members of the organization, as well as other work units so that the desired goals can be carried out properly.

For this reason, it is necessary to carry out a Communication Mini Audit to obtain results from how many customer complaints there are at PT Indopack Printing. In this Communication Mini Audit there are four dimensions, namely: first, management which includes views and policies. Second, the organization consists of work procedures, systems, and resources. Third, communication includes internal, external in written and oral forms. Fourth, feedback consisting of frequency channels and the results [2].

From the description above, the formulation of the research problem is how the influence of QC communication on the performance of PT Indopack Printing's employees in the production department in terms of the communication mini audit aspect. While the purpose of the study was to determine the effect of QC communication partially and simultaneously on the performance of employees of the production division of PT Indopack Printing, in terms of the communication mini audit aspect [4].

2. Research Methods

This type of research is descriptive quantitative research, this research uses Proportional Random Sampling Technique [5]. The population is the production employees of PT Indopack Printing, totaling 390 people, and the samples taken are 80 respondents using the slovin formula. The data collection technique of this research is by distributing questionnaires with data analysis techniques using the multiple linear regression analysis formula [6].

3. Results and Discussion

3.1. Company history and characteristics

PT Indopack Printing is an industry engaged in offset printing and packaging. Established on November 6, 1990 in Surabaya under the name PT Paramithatama Asri Raya, then relocated in April 1994 on Jl. Jenggala No. 8 Gedangan, Sidoarjo. In early 2017, the company was relocated to Joho Hamlet RT.1 RW.1 Tempuran Village, Pungging District, Mojokerto Regency, with a land area of 22,558 m² and a building area of 18,072 m².

PT Indopack Printing is an industry that relies on job orders from customers. Therefore, PT Indopack Printing prioritizes quality and continuous innovation to be able to compete with competitors. In producing high quality products, PT Indopack Printing is supported by sophisticated equipment with competent personnel in their fields. Production facilities and infrastructure are continuously carried out maintenance, repair

and modification activities to increase productivity. Innovation is always carried out both in terms of processes and raw materials so as to create an efficient process. Product inspections are carried out at every stage of work starting from raw materials, processes to finished products before being sent to the customer to ensure the quality is in accordance with the specifications expected by the customer. To support the production process, PT Indopack Printing has 6 units of printing machines, 1 unit of water base varnish machine, 1 unit of UV varnishing machine, 6 units of automatic plong machine, 5 units of glue machine.

3.2. Characteristics of Respondents

TABLE 1: Number of Respondents by Gender

NO	Jenis Kelamin	Jumlah/Orang	Presentasi (%)
1	Laki – Laki	39	39%
2	Perempuan	61	61%
Jumlah		80	100%

According to the table above, it can be concluded that male respondents were 39 people or 39% and female respondents were 61 people or 61%.

TABLE 2: Number of Respondents by Age

NO	Usia	Jumlah/Orang	Persentase
1	20-30	56	70%
2	30-40	21	26%
3	>40	3	4%
Jumlah		80	100%

For the table above, it can be concluded that the respondents aged 20 to 30 years were 56 respondents with a percentage of 70%. Meanwhile, for those aged 30 to 40 years, there were 21 respondents with a percentage of 26%. And for those aged > 40 years, there are 3 respondents with a percentage of 4%.

TABLE 3: Number of Respondents Based on Marital Status

NO	Status Perkawinan	Jumlah/Orang	Presentase
1	Kawin	46	58%
2	Belum Kawin	34	42%
Jumlah		80	100%

According to the table above, it can be concluded that the respondents who are married are 46 respondents with a percentage of 58%. While the rest for unmarried amounted to 34 respondents with a percentage of 42%.

TABLE 4: Number of Respondents Based on Education

NO	Pendidikan	Jumlah/Orang	Persentase
1	SMA/SMK	80	100%
Jumlah		80	100%

According to the table above, it can be concluded that the employees of PT Indopack Printing have more high school education with a total of 80 respondents with a percentage of 100%.

TABLE 5: Number of Respondents by Address

NO	Alamat	Jumlah/Orang	Persentase
1	Mojokerto	32	40%
2	Sidoarjo	34	43%
3	Luar kota	14	17%
Jumlah		80	100%

According to the table above, it can be concluded that the respondents having their address in the Mojokerto area are 32 respondents with a percentage of 40%. Meanwhile, those with addresses in the Sidoarjo area amounted to 34 respondents with a percentage of 43%. And for those with addresses outside the City of Mojokerto and Sidoarjo, there are 14 respondents with a percentage of 17%.

TABLE 6: Number of Respondents by Section and Career Path

NO	Jabatan	Jumlah/Orang	Persentase
1	Printing	8	10%
2	Finishing	16	20%
3	Paperbag	56	70%
Jumlah		80	100%

According to the table above, it can be concluded that the respondents who are in the printing section are 8 respondents with a percentage of 10%. As for the Finishing section, there are 16 respondents with a percentage of 20%. And for the paper bag section, there are 56 respondents with a percentage of 70%. All employees listed in the table are non-permanent employees at PT Indopack Printing.

4. Data Analysis and Discussion

Quality Control (QC) is a process of checking and testing carried out to measure and ensure product quality is in accordance with the standards set by the company in business [7]. In this study, analyzing communication quality control (QC) is reviewed based on a mini-audit of communication, namely aspects of management, organization, communication, and feedback.

In particular, a mini audit can be formulated as a tool to find vulnerable points, document and test work programs and procedures, get feedback, and make various recommendations [2]. The communication aspect includes the views and policies of the stakeholders and decision makers in the company. Aspects of the organization include work procedures, systems and resources that contain the division of work, authority, and also a sense of corps unity. Aspects of communication include internal and external in written and oral forms such as exchanging information. Aspects of feedback include frequency and results [4]. It is based on the results of research and follow-up and checks the results periodically.

To find out the value of respondents' perceptions of the communication mini audit aspect as well as the value of the author's performance, the author uses a table of perceived value indicators sourced from questionnaires or statements filled in by respondents.

TABLE 7: Perception Value Indicator

No	Variabel	Persentase(%)
1	Manajemen (X1)	89,4%
2	Organisasi (X2)	91,8%
3	Komunikasi (X3)	71,5%
4	Umpan Balik (X4)	80,5%
5	Kinerja Karyawan (Y)	69,8%

Table 1 shows the management aspect of Quality Control (QC) communication in the form of guidelines for implementing the company's vision and mission consensus in the very good category (89.4%). Likewise with Quality Control, which must understand the process of making products according to standards and also understand the use of machines (automatic) and manual also included in the very good category (91.8%).

There are ISO as well as GMP which must be understood by quality control and production employees. There is a quality control contact list that can be contacted by production employees if they experience problems in the production process from start to finish, namely the process to the warehouse. This is included in the category of quite

good (71.5%). In addition, PT Indopack Printing also often holds gatherings in a place to create employee kinship, this shows that the category is very good (80.5%).

In producing products that comply with existing standards, PT Indopack Printing's employees must always be open to receiving criticism and suggestions. Employees must also be considerate, careful and thorough. In working the production results must also be on target, therefore the skills possessed by employees are very influential. To meet targets that are in accordance with customer needs, production employees must make the best use of time or can work overtime to meet targets. This shows that it is quite good (69.8%).

Employee performance is what affects how much they contribute to the organization [8]. These contributions include: A) Quality of Work. This standard places more emphasis on the quality of work produced than on the volume of work. B) Quantity of work, this standard is done by comparing the amount of work volume that should be (normal work standards) with actual capabilities. C) Utilization of time. Namely the use of the mass of work that is adjusted to company policy.

Quality Control (QC) Communication Factors To Improve The Performance Of Production Part Employees. To explain several QC communication variables on employee performance, the analysis uses multiple linear regression with the help of SPSS 20 program. The variables that are thought to have an effect on employee performance include management, organization, communication, and feedback.

TABLE 8: Influential Factors In Employee Performance

No	Variabel	Koefisien Regresi	t-hitung	Sig
1	Konstan	26,014		0,000
2	Manajemen (X1)	0,547	1,273	0,207
3	Organisas (X2)	0,867	3,331	0,001
4	Komunikasi (X3)	-0,680	-1,841	0,070
5	Umpan Balik (X4)	0,872	3,165	0,002

Keterangan:

N : 80 R : 0,865

R Square : 0,748 Adjusted R Square : 0,735

F hitung : 55,650 df = 79 Sig F : 0,000

Sig α : 0,05

Durbin – Watson : 1,890

Distribusi Data : Normal

Persamaan model : $Y = 26,014 + 0,547X1 + 0,867X2 + (-0,680)X3 + 0,872X4$

Predictor : (Constans), Manajemen, Organisasi, Komunikasi, Umpan Balik

Dependent Variable: Kinerja Karyawan (Y)

Factors Influencing employee performance. Partially the four factors have an effect on employee performance which includes management, organization, communication, and also feedback. This research hypothesis states that the results of the F test as

shown in table 8 above show that the mini-communication audit has an effect on employee performance with a significance F count (0.000) smaller than (0.05). The coefficient (R2) of the influence of management variables on the performance of the production unit is $1.273 < t$ table 1.99210. And based on the results of the percentage of management variables data shows an average number of 89.4%. This shows that the more influential the mini-communication audit at PT Indopack Printing is, the more the employee performance process becomes to understand technical instructions in coordinating with the Quality Control section regarding policies issued by the company. In accordance with the statement of George Odiorne [2], which relates to the examination, evaluation and measurement carefully and systematically. In other words, the activities or communication programs carried out by the staff.

The HRGA Department of PT Indopack Printing sets competency standards for every employee who works in the company, by applying entrance tests and interviews at the time of employee acceptance, so that employees work according to their fields of expertise. Organizational QC communication has an effect on employee performance with the coefficient (R2) of the influence of organizational variables on the performance of the production department, namely $3.331 < t$ table 1.99210. With an average percentage of organizational variables 91.8%. This is in accordance with the statement [2], regarding diagnostic examinations that can provide early information to prevent greater damage to the health of the organization.

Organizations are always in touch with audiences outside of them. Based on the table above, it is known that the t-count is -1.841 when compared to the t-table value of 1.99210, so $t\text{-count} > t\text{-table}$ can be concluded that the communication variable has no significant effect on employee performance. And based on the results of the percentage data shows the average amount is 71.5%. Noting that in addition to internal communication, every organization also has external communication, namely communication that occurs between organizational leaders and audiences outside their organization [9]. As done by PT Indopack Printing, in this case PT Indopack Printing uses internal communication between production to production and external communication is carried out by production to quality control.

Based on the table above, it is known that the t-count is 3.165 when compared to the t-table value of 1.99210, so $t\text{-count} > t\text{-table}$ can be concluded that the Feedback variable has a significant effect on employee performance. And based on the results of the percentage data shows that the average number of feedback variables is 80.5%. In terms of feedback on certain positions that require special skills, different competency standards are set. Employee competence must be maintained by holding Refreshing,

in the form of training activities aimed at refreshing the material carried out either internally or externally. This is in accordance with Davis's statement in Pace and Faules [10] explaining that in most organizations, there is a desire for employees to share information across functional boundaries with individuals who do not occupy positions of their superiors or subordinates.

5. Conclusion

1. There is a significant influence of the Communication Mini Audit with an R value of 0.865 meaning that there is a very strong influence on employee performance, with the contribution value of the four variables, namely 0.748 or 74.8%, which means the contribution of the variables Management, Organization, Communication, and Feedback on the performance of production employees of PT Indpack Printing, by 74.8%. While 25.2% is influenced by many other factors outside of the variables Management, Organization, Communication, and Feedback.
2. Based on the T test, partially the communication mini audit variable has an effect on employee performance, which includes management, organization, communication, feedback variables. By using a significance level of 5% and a df of $n-k(80-4-1 = 75)$ the t-table value is 1.99210. Based on the t-test of the Management variable (X1) of 1.273, Organizational Variable (X2) of 3.331, Communication (X3) of -1.841, and Feedback Variable of 3.165.

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