

# The Impact of Organizational Communication, Employee Training and Development on Employee Performance in Air Cargo Export Company

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Received: 14 December 2024 / Revised: 25 December 2024/ Accepted: 25 December 2024

## ABSTRACT:

Organizational communication, employee training and development are crucial in determining a company's success, particularly in logistics companies operating in the export sector. The growing globalization and increasingly fierce competition in logistics demand companies, such as air cargo export firms, to improve the quality of their human resources to enhance service quality for customers and achieve competitive advantages, enabling them to compete globally. The research variables analyzed include Organizational Communication (X1), Employee Training and Development (X2), and Employee Performance (Y). The sampling method used is probability sampling, specifically through simple random sampling. The data collection techniques employed in this study are interviews and questionnaires. The collected data were analyzed via SSPS version 22. The results of this study show a multiple correlation coefficient of 0.858, indicating a powerful influence. The numerous determination coefficient of this research is 0.736, meaning that organizational communication and training and development have a 73.6% effect on employee performance. In comparison, the remaining 26.4% is influenced by other variables not included in this study. The results of the F-test indicate a significant simultaneous influence because the F calculated > F table (62.585 > 3.280).

**Keywords:** Organizational Communication, Training and Development, Employee Performance, Cargo Export Company

## I. INTRODUCTION

Human Resource Management (HRM) generally refers to a strategic approach to managing the human aspects of a company. One of its objectives is effectively managing human resources to ensure a skilled and superior workforce. Human resource issues present unique challenges for management within a company, as the organization's success depends on the quality of its human resources. If a company aims to succeed in a competitive market, it must recognize the importance of key supporting components, such as human resources.

One factor influencing a company's level of success is its employees' performance. Employee performance refers to the quality and quantity of work an individual produces aligned with predetermined standards and based on the responsibilities assigned (Kairupan, 2021). Good performance contributes significantly to a company's ability to achieve its goals. Therefore, employee performance is a key indicator of a company's success, making it essential for the organization to pay close attention to various factors that influence employee performance.

Organizational communication is essential to enhancing a company's performance. It involves transmitting and receiving information in a complex organization and encompasses internal communication, human relations, downward, upward, and horizontal communication, communication skills (speaking, listening, writing), and program evaluation (Wahyuni & Pithaloka, 2022). Organizational communication is strategic in a company's operational success, including in the air cargo export sector. As an industry reliant on timeliness, coordination, and accuracy of information, effective organizational communication is key to ensuring optimal employee performance. By maintaining a smooth flow of information between management and employees, companies can achieve operational efficiency and customer satisfaction. Organizational communication has a positive impact on employee performance, as evidenced by research conducted by Multazam Ahmad (2023), which states that organizational communication has a positive and significant effect on employee performance (Ahmad, 2023).

There needs to be more than organizational communication to improve employee performance within a company; aspects of training and development must also be considered. Training focuses on enhancing short-term skills, while development aims to improve employee competencies in preparation for taking on greater responsibilities in the future (Gustiana, 2022). The advent of Industry 5.0, which emphasizes integrating advanced technology with a human-centered approach, has brought significant changes to business processes, including in the air export cargo industry. To address this dynamic, employee training and development are crucial factors driving performance improvement. By equipping employees with technical competencies, adaptability, and relevant soft skills, companies can create a workforce that is not only productive but also innovative. This supports companies in achieving competitive advantage and business sustainability amidst rapid technological advancements. Training and development have a positive impact on employee performance, as proven by research from Hesri Mintawati et al. (2023), which states that employee training and development have a significant and positive effect on employee performance (Hesri Mintawati, 2023).

Therefore, based on the author's explanation, this study examines the impact of organizational communication, employee training, and development on employee performance in air export cargo companies. Based on the background of the study, the author has formulated the research problem as follows:

- a. How does organizational communication impact employee performance in air export cargo companies?
- b. How does training and development impact employee performance in air export cargo companies?
- c. How do organizational communication, training and development impact employee performance in air export cargo companies?

This study aims to examine the impact of organizational communication on employee performance in air export cargo companies, investigate the effect of employee training and

development in these companies, and determine the impact of organizational communication, training, and employee development on employee performance.

## II. LITERATURE REVIEW

Human Resource Management (HRM) is an aspect of general management that plays a key role within an organization (Ageng Prayogo et al., 2023). Human resources hold an essential position in every organization, as achieving optimal performance requires the organization to utilize all its resources, including human resources (Pahira & Rinaldy, 2023). Human Resource Management (HRM) enhances the utilization of the workforce's capabilities to achieve the company's goals. Therefore, implementing HRM is crucial for the company (Assa, 2023).

Human Resource Management (HRM) has three main functions: managerial, operational, and achieving the organization's goals in an integrated manner (Amelia et al., 2022). The main goal of HRM is to maximize employees' contributions to the organization (Sukmo Hadi Nugroho, 2022).

Organizational communication is the delivery of messages aimed at conveying the same meaning between an individual or institution (the communicator) and another person or audience (the communicant) through specific media, either directly or indirectly (Amri, 2022). Organizational communication involves exchanging information, including how messages are delivered, received, and interpreted. This process involves various aspects, such as verbal, nonverbal, interpersonal, group, and cross-cultural communication (Syafitri & Toni, 2024). In its implementation, organizational communication can be carried out formally and informally (Muspawi et al., 2023).

Employee training and development is a structured and ongoing effort by organizational management to enhance employee competencies and organizational performance through various training, education, and development programs (Maulana, 2022). Training aims to improve competencies in the short term, while development seeks to enhance human resource capabilities as preparation for taking on greater responsibilities in the future (Suryani et al., 2023).

Performance is the process that describes how work is carried out to achieve the desired results, and the outcome of that work also reflects the performance achieved (Hatidah Hatidah & Agung Indriansyah, 2022). Workplace performance is influenced by how well employees carry out the assigned tasks and behave while performing them (Widiyasari & Padmantlyo, 2023).

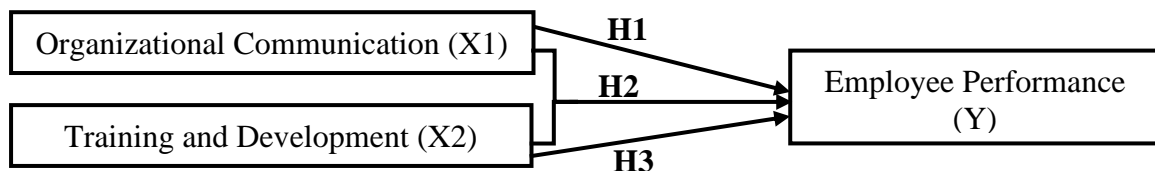


Figure 1: conceptual framework Organizational Communication, Training and development,

### Hypothesis

H1: Organizational communication influences employee performance.

H2: Training and development influence employee performance.

H3: Organizational communication, training and development influence employee performance

### III. METHODS

This study uses a quantitative approach, where data is systematically obtained using the results from the distribution of questionnaires (Sugiyono, 2020). The population in this study consists of 92 employees in the air export cargo industry, with a sample size of 48 people. The sampling technique used is probability sampling through simple random sampling. The data collection methods employed in this study are interviews, observations, and questionnaires through Google Forms.

#### A. Respondent Characteristics

##### 1. Based on Gender

Table 1. Based On Gender

No.	Gender	Frequency	Percentage
1	Male	28	58,3%
2	Female	20	41,7%
	Total	48	100%

Table 1 shows that 28 male employees comprise 58.3% of the workforce, and 20 female employees comprise 41.7%.

##### 2. Based On Age

Table 2. Based On Age

No.	Age	Frequency	Percentage
1	< 20 years old	2	4,2%
2	20 – 30 years old	38	79,2%
3	31 – 40 years old	5	10,4%
4	40 – 50 years old	3	6,3%
	Total	48	100%

Table 2 shows two employees under 20 years old make up 4.2%, 38 employees aged 20–30 make up 79.2%, five employees aged 31–40 make up 10.4%, and three employees aged 41–50 make up 6.3%.

##### 3. Based on Length of Employment

Table 3. Based On Length Of Employment

No.	Length of Employment	Frequency	Percentage
1	< 1 years	9	18,8%
2	1 – 5 years	26	54,2%
3	6 – 10 years	6	12,5%
4	> 10 years	7	14,6%
	Total	48	100%

Based on Table 3, nine employees with less than 1 year of service make up 18.8%; 26 employees with 1–5 years of service make up 54.2%; six employees with 6–10 years of service make up 12.5%; and seven employees with more than 10 years of service make up 14.6%.

### IV. RESULTS

The collected data was analyzed using SPSS version 22 through validity testing, reliability testing, multiple correlation testing, coefficient of determination testing, simultaneous regression, multiple regression testing, and t-test and f-test hypothesis testing.

A. Validity test

Table 1. Organizational Communication

No	Statement	R <sub>count</sub>	R <sub>table</sub>	Remarks
1	Statement 1	0,449	0,284	Valid
2	Statement 2	0,672	0,284	Valid
3	Statement 3	0,620	0,284	Valid
4	Statement 4	0,523	0,284	Valid
5	Statement 5	0,684	0,284	Valid
6	Statement 6	0,570	0,284	Valid
7	Statement 7	0,739	0,284	Valid
8	Statement 8	0,627	0,284	Valid
9	Statement 9	0,664	0,284	Valid
10	Statement 10	0,565	0,284	Valid
11	Statement 11	0,692	0,284	Valid
12	Statement 12	0,489	0,284	Valid
13	Statement 13	0,739	0,284	Valid
14	Statement 14	0,645	0,284	Valid
15	Statement 15	0,625	0,284	Valid

Table 2. Training And Development

No	Statement	R <sub>count</sub>	R <sub>table</sub>	Remarks
1	Statement 1	0,713	0,284	Valid
2	Statement 2	0,868	0,284	Valid
3	Statement 3	0,775	0,284	Valid
4	Statement 4	0,857	0,284	Valid
5	Statement 5	0,819	0,284	Valid
6	Statement 6	0,871	0,284	Valid
7	Statement 7	0,883	0,284	Valid
8	Statement 8	0,894	0,284	Valid
9	Statement 9	0,817	0,284	Valid
10	Statement 10	0,873	0,284	Valid
11	Statement 11	0,692	0,284	Valid
12	Statement 12	0,842	0,284	Valid
13	Statement 13	0,867	0,284	Valid
14	Statement 14	0,829	0,284	Valid
15	Statement 15	0,808	0,284	Valid

Table 3. Employee Performance

No	Statement	R <sub>count</sub>	R <sub>table</sub>	Remarks
1	Statement 1	0,619	0,284	Valid
2	Statement 2	0,485	0,284	Valid
3	Statement 3	0,568	0,284	Valid
4	Statement 4	0,642	0,284	Valid
5	Statement 5	0,645	0,284	Valid
6	Statement 6	0,609	0,284	Valid
7	Statement 7	0,707	0,284	Valid
8	Statement 8	0,669	0,284	Valid
9	Statement 9	0,740	0,284	Valid
10	Statement 10	0,703	0,284	Valid
11	Statement 11	0,788	0,284	Valid
12	Statement 12	0,759	0,284	Valid

No	Statement	R <sub>count</sub>	R <sub>table</sub>	Remarks
13	Statement 13	0,673	0,284	Valid
14	Statement 14	0,657	0,284	Valid
15	Statement 15	0,653	0,284	Valid

Based on the tables above, the calculated r value for each item is greater than the table value of r. Therefore, the employee performance variable statement items have met the criteria and are considered valid.

**B. Reliability Test**

Table 4. Reliability Test

Variable	Cronbach's Alpha	Remarks
Organizational Communication	0,874	Reliable
Training and Development	0,966	Reliable
Employee Performance	0,902	Reliable

Based on Table 4, the Cronbach's Alpha value is more significant than 0.6. Therefore, each research question item for the employee performance variable has met the reliability test criteria and can be considered reliable.

**C. Multiple Correlation Coefficient Test**

Table 5. Multiple Correlation Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error
1	0,858	0,736	0,724	3,879

Table 5 shows that the value of R is 0.858, which indicates a robust relationship between organizational communication, training and development, and employee performance, as it falls within the 0.80–1.000 interval.

**D. Simultaneous Coefficient of Determination Test**

Table 6. Simultaneous Coefficient Of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error
1	0,858	0,736	0,724	3,879

Based on Table 6, the coefficient of determination (R<sup>2</sup>) is 0.736. This indicates that the independent variables explain 73.6% of the influence on the dependent variable. Other variables outside the scope of the study conducted influence the remaining 26.4%.

**E. Multiple Regression Test**

Table 7. Multiple Regression Test

Coefficients <sup>a</sup>		
	Unstandardized Coefficients	
	B	Std. Error
(Constant)	2,549	5,499
Organizational Communication	0,628	0,103
Training and Development	0,304	0,074

Table 7 shows that the constant value is 2.549, meaning that if the organizational communication, training, and development variables are 0, the employee performance value would be 2.549. On the other hand, the beta values show that the coefficient for X1 is 0.628

(Positive), and the coefficient for X2 is 0.304 (Positive). This means that all independent variables have a positive influence on employee performance.

**F. T-Test**

**Table 8. T-Test**

<b>Coefficients<sup>a</sup></b>		
Variable	T	Sig.
Organizational Communication	8,988	0,000
Training and Development	7,024	0,000

- a. From the table above, the calculated t value for the organizational communication variable is greater than the table t value ( $8.988 > 2.014$ ), so  $H_a$  is accepted, and  $H_o$  is rejected, with a Sig. Value of  $0.000 < 0.05$ . Therefore, it can be concluded that organizational communication (X1) significantly affects employee performance (Y).
- b. From the table above, the calculated t value for the employee training and development variable is greater than the table t value ( $7.024 > 2.014$ ), so  $H_a$  is accepted, and  $H_o$  is rejected, with a Sig. Value of  $0.000 < 0.05$ . Therefore, it can be concluded that employee training and development (X2) significantly affects employee performance (Y).

**G. F-Test**

Table 9. F-Test

<b>ANOVA<sup>a</sup></b>		
	F	Sig
<i>Regression</i>	62,585	0,000

In Table 9, the test result shows that the calculated F value is 62.585, and the significance value (Sig.) is 0.000. Therefore, the calculated F value is greater than the table F value, and the significance value (Sig.) is less than 0.05. The conclusion is that organizational communication, training, and development variables positively and significantly affect employee performance.

**V. CONCLUSION AND DISCUSSION**

Based on the results of the analysis and testing conducted with data processing using SPSS Version 22, the following conclusions can be drawn: Organizational communication (X1) influences employee performance (Y). Based on the t-test results, the calculated t value is 8.988, and the table t value is 2.014, meaning the calculated t value is greater than the table t value ( $8.988 > 2.014$ ), contributing 63.7%. Therefore, it can be concluded that organizational communication (X1) positively and significantly affects employee performance (Y). Employee training and development (X2) influence employee performance (Y). Based on the t-test results, the calculated t value is 7.024, and the table t value is 2.014, meaning the calculated t value is greater than the table t value ( $7.024 > 2.014$ ), with a contribution of 51.7%. Therefore, it can be concluded that employee training and development (X2) has a positive and significant partial effect on employee performance (Y). There is a significant simultaneous influence of organizational communication (X1) and employee training and development (X2) on employee performance (Y). Based on the F-test results, the calculated F value is 62.585, the significance value is 0.000, while the table F value is 3.20, with a contribution of 73.6%. Therefore, it can be concluded that the calculated F value is greater than the table F value ( $62.585 > 3.20$ ), and the significance value (Sig.) is less than 0.05. This means that the organizational communication (X1) and employee training and development (X2) variables have a positive and significant simultaneous effect on employee performance (Y).

This study has several limitations; namely, the analysis factor for understanding employee performance is limited to organizational communication and employee training and

development. In reality, many other factors not examined in this study could influence employee performance. Additionally, the reliance on questionnaires and interviews for data collection introduces potential bias, which could ultimately affect the accuracy of the research. Therefore, developing other data collection methods for the research subject is necessary to gain a broader and deeper understanding of the studied topic.

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