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The Influence of Job Satisfaction, Communication, and Work Experience on Employee Performance (A Study of PT. XYZ Employees)

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ABSTRACT

This research investigates the impact of Job Satisfaction, Communication, and Work Experience on Employee Performance at PT. XYZ. Employing a quantitative approach, the study utilizes both primary and secondary data sources. Primary data were collected through questionnaires distributed to a predetermined sample of PT. XYZ's employees, while secondary data were derived from the company's employee performance appraisal records. The study population consists of all permanent staff members at PT. XYZ, with a total sample of 45 respondents selected using a saturated sampling technique. Data analysis was carried out using Structural Equation Modeling (SEM), assisted by SmartPLS software version 4.0. The findings reveal that Job Satisfaction positively and significantly influences employee performance. Conversely, both Communication and Work Experience exert a negative and significant influence on employee performance at PT. XYZ.

Keywords: Job Satisfaction, Communication, Work Experience, Employee Performance.

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INTRODUCTION

The A company functions as an organization involved in producing goods and services, depending on a range of resources to attain its objectives efficiently and effectively (Mangkunegara, 2022). Central to this process is the management of human resources, as HR serves as the key driver behind all organizational operations. As such, it is essential for companies to foster a supportive work environment and promote effective utilization of human capital to ensure the achievement of optimal organizational performance.

Mangkunegara (2022) explains that employee performance refers to the level of accomplishment demonstrated in terms of both quality and quantity, in relation to how well tasks are carried out based on designated responsibilities. High-quality performance plays a critical role in driving organizational success, as it contributes directly to greater productivity and the fulfillment of strategic business objectives. Nonetheless, such performance does not emerge spontaneously; it is shaped by a combination of internal factors, such as motivation and individual competence, as well as external influences like workplace environment and organizational culture.

Several factors are believed to contribute to employee performance, including job satisfaction, communication effectiveness, and work experience. Hasibuan (2021) states that job satisfaction is a positive emotional state toward work that arises when there is alignment between employee expectations and the reality they experience in the work environment. Effective communication is also a crucial aspect in organizations, as it supports harmonious coordination between individuals and work units (Mangkunegara, 2022). Meanwhile, work experience is considered crucial in improving performance, as the longer someone is involved in a field, the more their knowledge and skills develop in carrying out their responsibilities (Sutrisno, 2017).

PT. XYZ, a company engaged in logistics and international shipping services, has observed a declining trend in employee performance over the past three years, from 2021 to 2023. Performance evaluation data collected during this period indicates a gradual decline in performance quality, indicating the need for greater attention to improving productivity and work effectiveness within the company.

Table 1: PT. XYZ Employee Performance Assessment for the 2021-2023 Period

Performance assessment	Number of Employees 2021	%	Number of Employees 2022	%	Number of Employees 2023	%
Very good	7	15.6	11	24.4	10	22.2
Good	12	26.7	16	35.6	14	31.1
Enough	20	44.4	14	31.1	18	40.0
Not enough	1	2.2	1	2.2	2	4.4
Bad	0	0.0	1	2.2	1	2.2
Number of employees	45	100	45	100	45	100

Source: PT. XYZ

Based on the data listed in Table 1, employee performance at PT. XYZ has changed from year to year during the period 2021 to 2023. In 2021, employees who received a Very Good rating amounted to 15.6%, then increased to 24.4% in 2022, but decreased slightly to 22.2% in 2023. In the Good category, there was an increase from 26.7% in 2021 to 35.6% in 2022, which then decreased to 31.1% in 2023. Conversely, the Fair category decreased from 44.4% in 2021 to 31.1% in 2022, but rose again to 40.0% in 2023. In addition, the percentage of employees included in the Poor and Poor categories also showed an increase, although not significant. These changes indicate a decrease in consistency in employee performance achievement and potential problems in human resource management.

Over the past three years, the average percentage of employees receiving Fair to Poor ratings exceeded 38%. This figure indicates that the majority of employees have not achieved the expected performance level. This situation underscores the need for PT. XYZ to conduct a comprehensive evaluation of various internal factors that can impact workforce productivity to drive overall performance improvements.

LITERATURE REVIEW

Job satisfaction

Hasibuan (2021) defines job satisfaction as a positive emotional state an individual displays toward their work. This satisfaction is reflected in positive attitudes such as work enthusiasm, discipline, and performance achievement. When employees feel satisfied in carrying out their duties, they tend to demonstrate high levels of loyalty to the organization, increased productivity, and greater work motivation. Job satisfaction itself is influenced by various factors, both internal and external, such as compensation received, work environment conditions, the quality of inter-employee relationships, and the availability of opportunities for personal development. Findings from Nasrul et al. (2021) reinforce this by showing that job satisfaction has a positive and significant influence on improving employee performance.

Communication

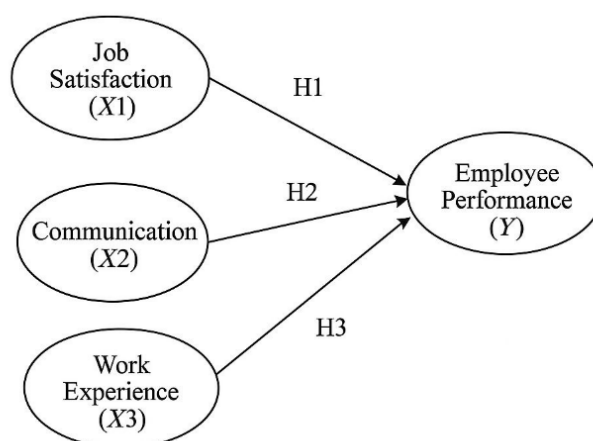
According to Mangkunegara (2022), communication is the process of conveying information, ideas, or understanding from one individual to another in a clear and understandable manner. In an organizational context, effective communication plays a crucial role because it can build harmonious working relationships, reduce the potential for misunderstandings, and improve coordination in task execution. Good communication, both vertically between superiors and subordinates and horizontally among colleagues, can help employees understand the direction and goals of the organization, thereby boosting motivation in achieving work targets. This is in line with the research findings of Susanti et al. (2021), which showed that communication has a positive and significant impact on employee performance.

Work experience

Sutrisno (2017) stated that work experience is the result of the accumulation of knowledge and skills acquired by individuals while performing tasks in a specific field or position. The longer a person works in the same field, the higher their level of expertise, accuracy, and ability to complete work effectively. This experience also contributes to increased decision-making capacity and adaptation to changes in the work environment. Findings from Ratnawati et al.

(2020) support this statement, showing that work experience has a positive and significant effect on employee performance.

Figure 1. Conceptual Framework



Referring to the background description and conceptual framework that have been discussed previously, the formulation of the hypothesis in this study is presented as follows:

H1: There is a positive and significant influence between job satisfaction and employee performance at PT. XYZ.

H2: There is a positive and significant influence between communication and employee performance at PT. XYZ.

H3: There is a positive and significant influence between work experience and employee performance at PT. XYZ.

Information: An independent variable (X) is a free variable that influences or is a determining factor for other variables, but is not influenced by those variables. In this study, the independent variables consist of:

1. Variable X1: Job satisfaction
2. Variable X2: Communication
3. Variable X3: Work experience

Dependent variable (Y): A variable whose value is influenced by the independent variable. In this study, it is:

Variable Y: Employee Performance

METHOD

Research Design

This study employed a quantitative approach with a causal design, aiming to examine the influence of job satisfaction, communication, and work experience on employee performance. Data were collected through a structured questionnaire with closed-ended questions measured using a Likert scale.

Population and Sample

The population in this study consisted of all 45 permanent employees of PT. XYZ. Given the relatively small and accessible population, this study used a saturated sampling technique, namely by using all members of the population as the research sample.

Data collection technique

The primary data in this study was obtained through the direct distribution of questionnaires to the respondents. The questionnaire was developed using indicators for each variable, which were adapted from prior studies and had been tested for validity. Each question item was assessed using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." Meanwhile, secondary data was sourced from various relevant references, including books, academic journals, and employee performance evaluation records provided by the company.

Data Analysis Methods

This research employed the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method for data analysis, utilizing SmartPLS version 4.0 software. The analytical process was implemented through a series of stages, which included the following steps:

RESULTS AND DISCUSSION

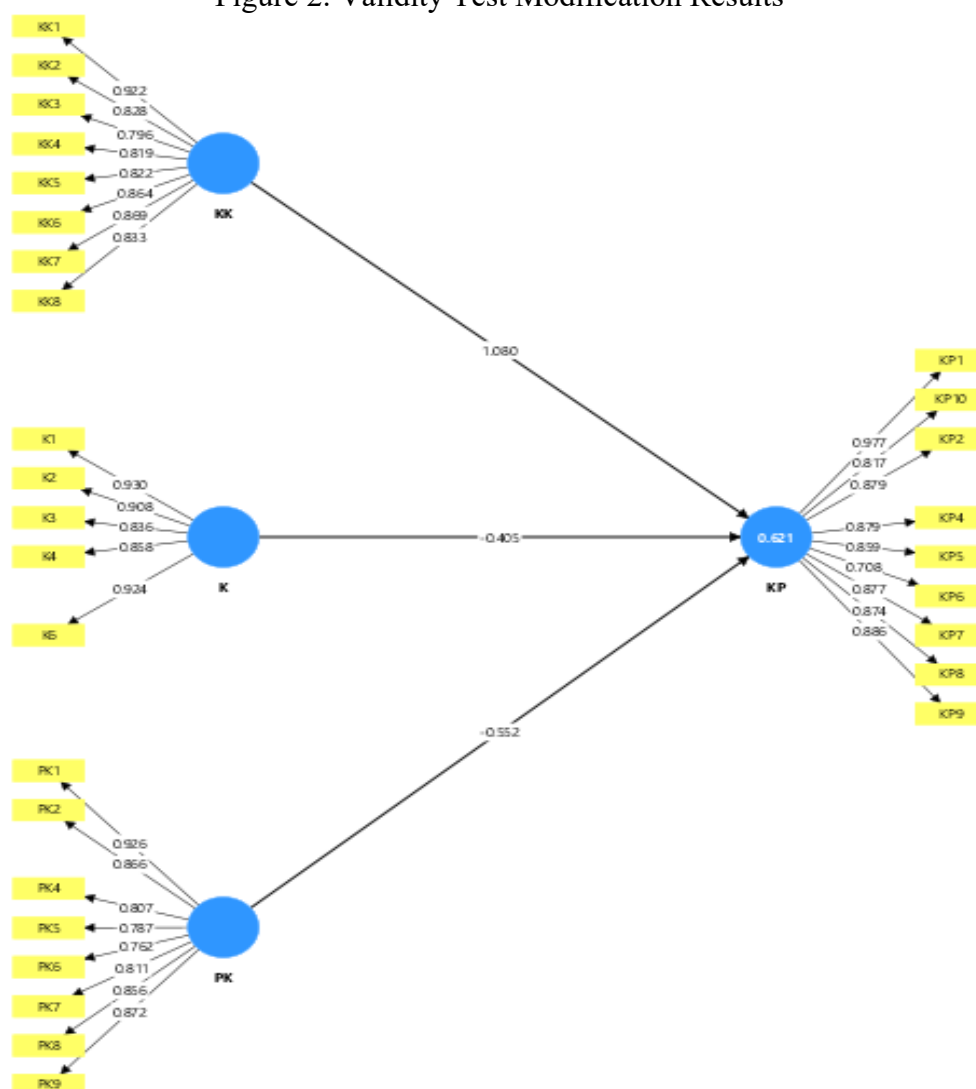
Data Quality Test Results

1. Outer Model

a. Convergent Validity

Convergent validity was assessed through the evaluation of factor loadings and the Average Variance Extracted (AVE). Indicators are considered to demonstrate adequate convergent validity if their factor loadings exceed 0.70 and their AVE values are greater than 0.50. The results of the data analysis revealed that all indicators for the constructs of job satisfaction, communication, work experience, and employee performance achieved factor loadings above the 0.70 threshold. Additionally, each construct reported AVE values surpassing 0.50, indicating that the measurement instrument meets the required standards for convergent validity.

Figure 2. Validity Test Modification Results



Source: PLS Output, 2025

After modifying the model by removing several indicators that did not meet the criteria, all remaining indicators were recorded as having a value loading factor above the minimum threshold (> 0.70). This finding indicates that the indicators are convergently valid and reliable in representing each construct. The results of the convergent validity test are shown in the following table:

Table 2: Convergent Validity Test Results (Modification)

Variables	Indicator	Outer loadings	Information
Job Satisfaction (X1)	KK1	0.922	Valid
	KK2	0.828	Valid
	KK3	0.796	Valid
	KK4	0.819	Valid
	KK5	0.822	Valid
	KK6	0.864	Valid

Variables	Indicator	Outer loadings	Information
Communication (X2)	KK7	0.869	Valid
	KK8	0.833	Valid
	K1	0.930	Valid
	K2	0.908	Valid
	K3	0.836	Valid
	K4	0.858	Valid
	K6	0.924	Valid
Work Experience (X3)	PK1	0.926	Valid
	PK2	0.866	Valid
	PK4	0.807	Valid
	PK5	0.787	Valid
	PK6	0.762	Valid
	PK7	0.811	Valid
	PK8	0.856	Valid
Employee Performance (Y)	PK9	0.872	Valid
	KP1	0.977	Valid
	KP2	0.879	Valid
	KP4	0.879	Valid
	KP5	0.859	Valid
	KP6	0.708	Valid
	KP7	0.877	Valid
	KP8	0.874	Valid
	KP9	0.886	Valid
	KP10	0.817	Valid

Source: PLS Output, 2025

b. Discriminant Validity

To evaluate discriminant validity for reflective indicators, a cross-loading analysis is performed, comparing each indicator's loading across multiple constructs. An indicator is considered to exhibit adequate discriminant validity if its loading is highest on the construct it is intended to measure, relative to its loadings on other constructs.

Table 3: Test Results Discriminant Validity (Cross Loading)

	Employee Performance (Y)	Job Satisfaction (X1)	Communication (X2)	Work Experience (X3)
KP1	0.977	0.556	0.212	-0.193
KP2	0.879	0.533	0.243	-0.174
KP4	0.879	0.560	0.247	-0.061
KP5	0.859	0.521	0.256	-0.017
KP6	0.708	0.524	0.279	0.014
KP7	0.877	0.553	0.202	-0.061
KP8	0.874	0.554	0.239	-0.126

	Employee Performance (Y)	Job Satisfaction (X1)	Communication (X2)	Work Experience (X3)
KP9	0.886	0.509	0.150	-0.052
KP10	0.817	0.474	0.145	-0.120
KK1	0.558	0.922	0.607	0.427
KK2	0.518	0.828	0.529	0.320
KK3	0.402	0.796	0.464	0.359
KK4	0.568	0.819	0.437	0.278
KK5	0.476	0.822	0.460	0.333
KK6	0.495	0.864	0.441	0.422
KK7	0.514	0.869	0.528	0.372
KK8	0.582	0.833	0.559	0.245
K1	0.218	0.592	0.930	0.020
K2	0.274	0.619	0.908	0.031
K3	0.101	0.432	0.836	-0.080
K4	0.124	0.495	0.858	0.028
K6	0.280	0.484	0.924	-0.089
PK1	-0.100	0.373	-0.060	0.926
PK2	-0.101	0.320	-0.015	0.866
PK4	-0.064	0.299	-0.092	0.807
PK5	-0.007	0.315	0.037	0.787
PK6	-0.029	0.367	-0.024	0.762
PK7	-0.043	0.353	-0.052	0.811
PK8	-0.111	0.393	0.071	0.856
PK9	-0.116	0.327	-0.008	0.872

Source: PLS Output, 2025

Table 3 shows that the value of each variable produces a higher cross-loading value for the construct it represents compared to other constructs. This indicates that all indicators are able to accurately represent their constructs.

Besides that, Discriminant validity is also tested by comparing the square root of the AVE with the correlation between constructs. A construct is said to have good discriminant validity if its square root of the AVE is higher than its correlation with other constructs.

Table 4: AVE Results

Variables	Average Variance Extracted (AVE)	Information
Employee performance	0.747	Reliable
Job satisfaction	0.714	Reliable
Communication	0.795	Reliable
Work experience	0.701	Reliable

Source: PLS Output, 2025

Referring to Table 4, the results of the Average Variance Extracted (AVE) test show that all variables have AVE values above 0.50. Thus, all constructs are declared to have met the criteria for adequate discriminant validity.

Table 5: Discriminant Validity Test Results (Fornell-Larcker Criterion)

Variables	Employee performance	Job satisfaction	Communication	Work experience
Employee Performance (Y)	0.864			
Job Satisfaction (X1)	0.615	0.845		
Communication (X2)	0.252	0.598	0.892	
Work Experience (X3)	-0.108	0.404	-0.019	0.837

Source: PLS Output, 2025

According to the data presented in Table 5, the square root values of the Average Variance Extracted (AVE) for all constructs exceed the inter-construct correlation coefficients. This demonstrates that the constructs possess acceptable discriminant validity, as each construct is more strongly associated with its own indicators than with those of other constructs in the model.

c. Composite Reliability

The composite reliability assessment was used to evaluate the consistency of constructs within the research instrument. A construct is deemed to be reliable when both its composite reliability and Cronbach's alpha values are equal to or exceed 0.70. Constructs that fulfill these thresholds indicate that the questionnaire employed consistently measures the intended variables

Table 6: Composite Reliability Test Results

Variables	Composite Reliability	Information
Employee performance	0.964	Reliable
Job satisfaction	0.952	Reliable
Communication	0.951	Reliable
Work experience	0.949	Reliable

Source: PLS Output, 2025

Table 7: Cronbach's alpha test results

Variables	Cronbach's alpha	Information
Employee performance	0.957	Reliable
Job satisfaction	0.943	Reliable
Communication	0.938	Reliable
Work experience	0.942	Reliable

Source: PLS Output, 2025

Based on the data presented in Tables 6 and 7, each latent construct demonstrated composite reliability and Cronbach's alpha scores equal to or greater than 0.70.

Therefore, it can be inferred that all constructs satisfied reliability criteria and are deemed dependable within the context of this research

2. Inner Model

Structural model assessment was carried out to determine how well the inner model aligns with the theoretical foundation and conceptual framework established in this research. This analysis aimed to evaluate the linkages between exogenous and endogenous constructs within the proposed model.

a. R-Square

Table 8: R-Square Value Test Results

Endogenous Variables	R-Square	R-SquareAdjusted
Employee performance	0.621	0.594

Source: PLS Output, 2025

Based on the data in Table 8, the R-square value of 0.621 reveals that the latent independent variables (Job Satisfaction, Communication, and Work Experience) jointly account for 62.1% of the variance in the Employee Performance construct. The remaining 37.9% can be attributed to other influences not included in this model, such as Compensation, Workplace Environment, and Leadership Style

b. Q²

A Q-Square (Q²) value greater than zero signifies that the model possesses predictive relevance. In this research, the R-Square value of the dependent variable serves as the foundation for computing Q², which is determined using the following formula:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.621)$$

$$Q^2 = 1 - 0.379$$

$$Q^2 = 0.621$$

The computed Q-Square value is 0.621, exceeding zero, which implies that 62.1% of the variability in the Employee Performance construct is accounted for by the model's independent variables. As a result, the model is considered appropriate and demonstrates strong predictive relevance.

c. F-Square

The F-square statistic assesses how much each exogenous variable contributes to the endogenous variables within a structural model. It indicates the change in the R-square value when an independent variable is excluded from the model. A higher F-square value signifies that the variable has a stronger influence on enhancing the model's predictive accuracy.

Table 9: F-Square Test Results

Variables	F-Square	Information
Job satisfaction	1,445	Big
Communication	0.243	Currently
Work experience	0.588	Big

Source: PLS Output, 2025

According to the data presented in Table 9, the variables of Job Satisfaction and Work Experience each have F-square values of 1.445 and 0.588, indicating a strong effect size. In contrast, the Communication variable has an F-square value of 0.243, which falls into the moderate effect category. These results suggest that each of the independent variables plays a meaningful role in influencing the Employee Performance variable within the research framework.

d. Hypothesis Testing Results

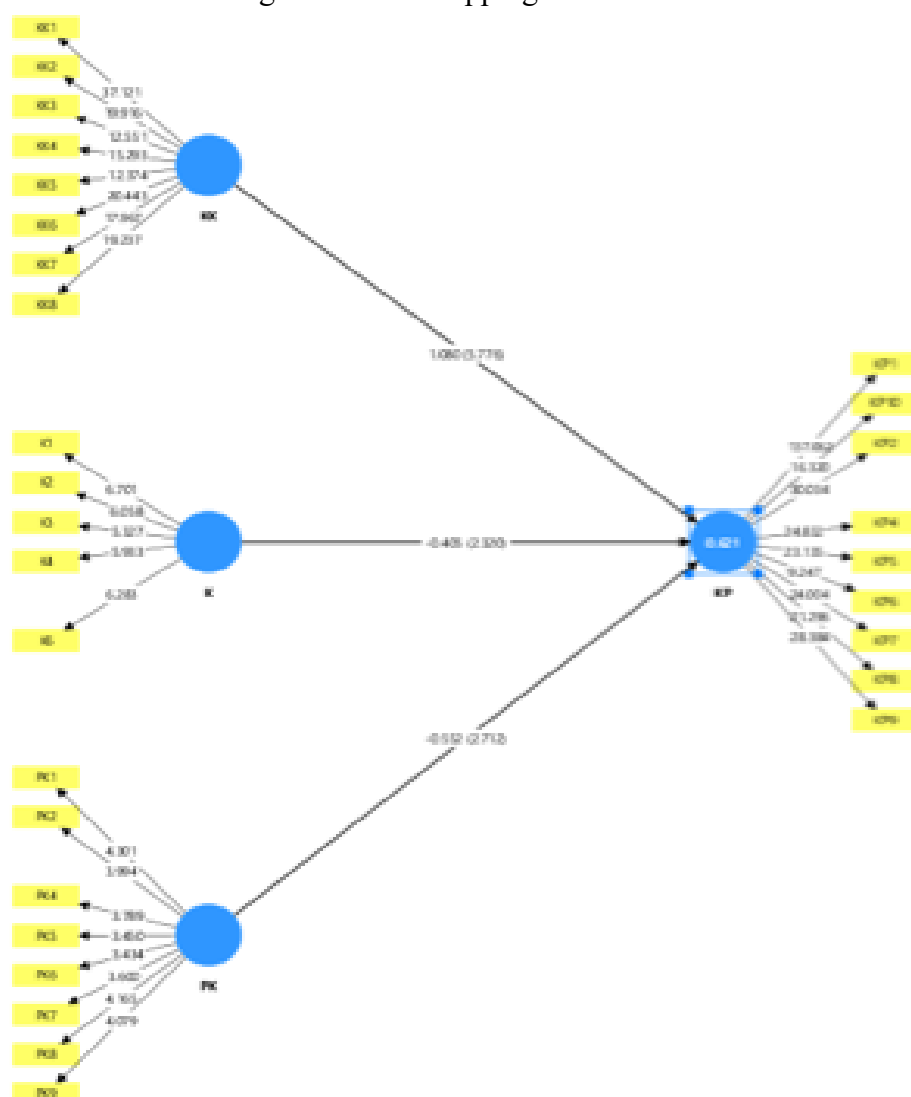
Hypothesis testing in this study was carried out using the bootstrapping method. The significance of the relationship between variables was evaluated based on the parameter coefficient values and T-statistic values obtained from the bootstrapping results. A relationship is considered statistically significant when the T-statistic exceeds the critical value of 1.96 at a five percent significance level and the p-value is below 0.05. If both conditions are met, it can be concluded that the relationship between the variables in the model is statistically significant.

Table 10: Hypothesis Testing Results

Variables	<i>Original Sample</i>	<i>Standard Deviation</i>	T Statistics	P Values	Information
Job satisfaction→ Employee performance	1,080	0.187	5,776	0.000	Positive - Significant
Communication → Employee performance	-0.405	0.174	2,320	0.020	Negative - Significant
Work experience→ Employee performance	-0.552	0.204	2,712	0.007	Negative – Significant

Source: PLS Output, 2025

Figure 3. Bootstrapping Test Results



Source: PLS Output 2025

Discussion

The Influence of Job Satisfaction on Employee Performance

The hypothesis testing results indicate that the original sample value is 1.080, with a T-statistic of 5.776 and a p-value of 0.000. Given that the T-statistic exceeds 1.96 and the p-value is less than 0.05, the relationship is statistically significant. Furthermore, the positive original sample suggests that the effect is in a positive direction. Therefore, it can be concluded that job satisfaction has a significant and positive impact on employee performance. In other words, the greater the satisfaction employees experience in their work, the higher their performance levels tend to be.

This finding is consistent with Albert & Widjaja (2021), who found that elevated job satisfaction reflected in factors like enjoyment of work tasks, positive coworker relationships, and satisfaction with rewards can enhance employee motivation and drive greater productivity.

The Influence of Communication on Employee Performance

The hypothesis testing results show a T-statistic of 2.320, an original sample value of -0.405, and a p-value of 0.020. Since the T-statistic exceeds the critical value of 1.96 and the p-value is less than 0.05, it can be concluded that there is a statistically significant relationship between Communication and Employee Performance. Nevertheless, the negative coefficient value suggests that Communication has a negative effect on Employee Performance, which contradicts the initial hypothesis proposing a positive relationship.

These findings indicate that the quality of communication within the PT. XYZ workplace is still suboptimal. Downward communication tends to be one-way, with instructions often lacking adequate explanation. Furthermore, upward communication is hampered by a less than transparent organizational culture, making employees reluctant to raise issues or provide input to their superiors. Furthermore, horizontal communication between employees is also ineffective due to poor coordination, which ultimately leads to miscommunication in work execution.

This outcome is consistent with the studies conducted by Rowiyani et al. (2024) and Silalahi et al. (2021), which reveal that poor or ineffective communication within an organization may adversely affect employee performance if not addressed through open and well-structured communication practices.

The Influence of Work Experience on Employee Performance

The hypothesis testing results indicate a T-statistic of 2.712, an original sample value of -0.552, and a p-value of 0.007. Given that the T-statistic exceeds 1.96 and the p-value is below 0.05, it can be inferred that Work Experience significantly influences Employee Performance. Nevertheless, the negative coefficient reveals an inverse relationship, which contradicts the initial hypothesis suggesting that work experience would positively impact performance.

These results reflect the situation at PT. XYZ, where long tenure does not always translate into improved performance. Senior employees tend to maintain old work patterns and struggle to adapt to the company's digital systems. A lack of training and skills development prevents them from adapting to operational changes, resulting in decreased productivity.

This finding aligns with research by Soraya et al. (2024) and Sitompul & Simamora (2021), which shows that work experience can negatively impact performance if not accompanied by adequate skill development and adaptive abilities.

CONCLUSION

- 1) Job satisfaction demonstrates a positive and significant impact on employee performance at PT. XYZ. This finding suggests that when employees feel more satisfied with their job roles, workplace conditions, and the compensation or recognition they receive, their performance tends to improve. A high level of job satisfaction contributes to enhanced motivation, commitment, and productivity among employees, which in turn facilitates the successful attainment of organizational objectives.
- 2) Communication showed a significant negative impact on employee performance. This finding indicates that ineffective internal communication, such as a lack of clear

information, barriers to two-way communication, and weak coordination between employees, can negatively impact performance quality. Therefore, improvements to the internal communication system are needed to increase work efficiency and team productivity.

- 3) Work experience was found to have a negative and statistically significant effect on employee performance. This indicates that longer tenure does not necessarily lead to better performance unless accompanied by a willingness to adapt and develop skills aligned with evolving systems and procedures. Continuing to rely on outdated work habits may obstruct employees from performing at their full potential.

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