



STRATEGY TO IMPROVE EMPLOYEE PERFORMANCE SUPPORTED BY COMMUNICATION, MOTIVATION, AND TEAMWORK

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ABSTRACT

This study aims to explore the relationship between communication, motivation, teamwork, and employee performance in the context of a medium-sized manufacturing company in Indonesia.

Methodology: A mixed-methods approach was employed, including surveys to collect quantitative data from 150 employees and interviews with 20 managers to gain qualitative insights. The data were analyzed using statistical tools and thematic analysis. The study found a significant positive relationship between effective communication, employee motivation, teamwork, and performance. Specifically, employees who reported higher levels of communication clarity, motivational factors, and perceived teamwork also demonstrated higher performance levels. The study's scope was limited to a single medium-sized manufacturing company, which may restrict the generalizability of the findings. Additionally, the cross-sectional nature of the study limits the ability to establish causality. This study contributes to the existing literature by providing empirical evidence of the importance of communication, motivation, and teamwork in enhancing employee performance, particularly in the context of Indonesian manufacturing companies.

Originality: While previous studies have examined the individual effects of communication, motivation, and teamwork on employee performance, this study uniquely integrates these factors to provide a comprehensive understanding of their combined impact.

1. INTRODUCTION

The manufacturing industry is a vital sector that drives economic growth and development. However, the success of these organizations largely depends on the performance of their employees (Tuan & Tram, 2021). Employee performance is a critical factor in determining the overall productivity and efficiency of a manufacturing company (Sahoo & Yadav, 2019). In today's competitive business environment, it is essential for organizations to identify and implement strategies that enhance employee performance to stay ahead of the competition (Saraih et al., 2021). This study purposes to investigate the role of communication, motivation, and teamwork in improving employee performance in the manufacturing industry (Kitsios & Kamariotou, 2021). By exploring the experiences and perceptions of employees in this sector, this qualitative analysis aims to provide insights into the factors that contribute

to high-performing employees and the strategies that organizations can adopt to foster a culture of excellence (Othman & Mahmood, 2019).

The manufacturing industry is characterized by a diverse range of tasks, from production and assembly to quality control and maintenance. Employees in this sector are often required to work in teams, collaborate with colleagues, and adapt to changing production schedules and deadlines (Alvarez et al., 2021). Effective communication, motivation, and teamwork are crucial in ensuring that employees are able to perform their tasks efficiently and effectively (Dhone & Sarwoko, 2022). However, the manufacturing industry is also known for its high levels of stress, long working hours, and physical demands, which can negatively impact employee performance and well-being (Nguyen & Giang, 2020).

Previous research has highlighted the importance of communication, motivation, and teamwork in improving employee performance (Alefari et al., 2020). Effective communication can help to reduce misunderstandings, improve collaboration, and enhance employee engagement (Clampitt & Downs, 2023). Motivation is a critical factor in driving employee performance, as it helps to boost employee morale, job satisfaction, and commitment to the organization (Rosalia et al., 2020). Teamwork, on the other hand, fosters a sense of belonging, shared responsibility, and collective accountability among employees, which can lead to improved performance and productivity (Doan, 2015).

Despite the significance of these factors, there is a lack of research that specifically examines their impact on employee performance in the manufacturing industry (Park, 2017). This study tries to address this gap by exploring the experiences and perceptions of employees in the manufacturing industry regarding the role of communication, motivation, and teamwork in improving their performance (Sugiarto & Putra, 2020). By conducting in-depth interviews with employees and analyzing their responses, this study aims to provide a comprehensive understanding of the factors that contribute to high-performing employees in the manufacturing industry and the strategies that organizations can adopt to foster a culture of excellence (Nguyen & Giang, 2020).

The findings of this study are expected to contribute to the existing body of knowledge on employee performance in the manufacturing industry and provide practical recommendations for organizations seeking to improve employee performance and productivity (Wei et al., 2020). By understanding the role of communication, motivation, and teamwork in improving employee performance, organizations can develop targeted strategies to enhance employee engagement, motivation, and performance, ultimately leading to improved business outcomes and competitiveness (Dhone & Sarwoko, 2022).

2. LITERATURE REVIEW

2.1 Communication and Employee Performance

Effective communication is vital for employee performance as it can boost productivity, job satisfaction, and overall organizational success (Tong, 2022). When communication is clear, employees better grasp their roles, responsibilities, and objectives, which enhances their performance (Hee et al., 2019; Kalogiannidis, 2020). Additionally, communication provides a platform for feedback, both positive and constructive, helping employees identify strengths and areas for improvement (Choren, 2019). Engaging employees in the organization's mission and values through communication can also increase their motivation and performance (Reidhead, 2021).

Moreover, effective communication facilitates issue resolution, prevents misunderstandings and conflicts, encourages innovation, and fosters teamwork and collaboration (Mazzei et al., 2019). During times of change, clear communication is crucial for helping employees understand and adapt to changes, reducing

resistance and maintaining performance levels. In essence, effective communication is a cornerstone of good management practices and has a significant impact on employee performance and organizational success (Reidhead, 2021).

H1: Communication positively impact on Employee Performance

2.2 Motivation and Employee Performance

The link between motivation and employee performance is crucial for the success of an organization. Motivation acts as a key driver that shapes how employees approach their work, their dedication, and the quality of their results (Rosalia et al., 2020). When employees feel motivated, they are more likely to be productive, inventive, and resourceful, leading to higher performance levels. Motivation can stem from various sources, including intrinsic motivation, which arises from within the individual, and extrinsic motivation, which comes from external factors like rewards or recognition (Teneqexhi & Dollija, 2021). Both types of motivation influence how employees behave and perform.

A significant aspect of the relationship between motivation and performance is goal-setting (Asriani et al., 2020). Establishing clear, attainable goals gives employees a sense of purpose and direction, motivating them to strive for those objectives. When employees are driven by meaningful goals, they are more likely to remain engaged and perform at their best (Zhang et al., 2018). Another critical factor is the role of leadership in motivating employees. Effective leaders recognize the significance of motivation and create an environment that nurtures it (Elisabeth, 2018). This can involve offering growth opportunities, acknowledging and rewarding accomplishments, and fostering a positive and supportive workplace culture (Simbolon et al., 2020). The connection between motivation and employee performance is intricate and diverse. By comprehending the factors that influence motivation and its impact on performance, organizations can devise strategies to boost motivation and enhance overall performance (Shella, 2018).

H2: Motivation positively impact on Employee Performance

2.3 Teamwork and Employee Performance

The correlation between teamwork and employee performance stands as a pivotal element in organizational success. Teamwork involves a collective effort among individuals striving toward a shared objective (Berber et al., 2020). Effective team collaboration can enhance performance in various ways. It cultivates a sense of unity and support among team members, elevating job satisfaction and morale, thus positively affecting employee performance (Kumar & James, 2015). Moreover, teamwork facilitates the exchange of knowledge and expertise among team members, enabling them to capitalize on each other's strengths and abilities, leading to more innovative and efficient solutions (Wijaya, 2020). This collaborative approach often yields higher-quality work and enhanced performance outcomes.

Additionally, teamwork contributes to heightened productivity as team members collaborate to allocate tasks based on individual strengths, fostering efficiency in reaching common goals (Gibbs et al., 2023).

Consequently, this can translate into quicker project completion and overall increased productivity. Furthermore, teamwork enhances communication within the organization, as collaborative efforts necessitate effective communication to achieve desired objectives (Kandaswami & Subbaiyan, 2020). This can foster improved communication practices organization-wide, ultimately benefiting employee performance in the long term. In essence, the connection between teamwork and employee performance is evident. Encouraging a culture of teamwork within an organization can serve to enhance employee performance and drive greater success (Askari et al., 2020).

H3: Teamwork has positive and significant contribution on Employee Performance

Framework Model

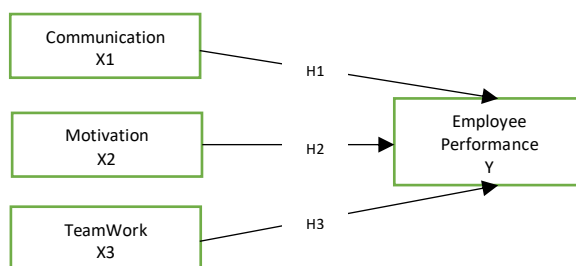


Figure 1. Conceptual Framework

3. RESEARCH METHOD

This research will use a qualitative approach to investigate how communication, motivation, and teamwork impact employee performance in the manufacturing sector. Qualitative methods are chosen for their ability to delve deeply into the subjective experiences and perspectives of employees. Participants will be selected from various roles within the industry, including managers, supervisors, and frontline workers, to ensure a diverse range of viewpoints. Semi-structured interviews will be conducted to gather detailed insights into participants' experiences with communication, motivation, and teamwork and their influence on employee performance. Additionally, a questionnaire will be administered in the manufacturing environment to complement the interview data and provide a more comprehensive understanding of the dynamics at play. The statistical analysis will be conducted using Smart PLS.

4. DISCUSSION

4.1 The Impact of Communication on Employee Performance

The influence of communication on employee performance holds significant importance in organizational management, directly impacting employee productivity and job satisfaction. Extensive research

consistently underscores the critical role of effective communication within organizations for enhancing employee performance (Catur Widayati et al., 2021). For instance, a study conducted within a Malaysian property development company revealed that both downward communication (DC) and horizontal communication (HC) positively affect employee performance (Hee et al., 2019), highlighting the importance of communication from higher management to lower levels and among peers. To promote such effective communication, management should prioritize the development of soft skills among employees, facilitate inter-departmental meetings to foster strong bonds, and establish training programs aimed at enhancing communication skills .

Another study exploring the use of social media for communication found that vertical communication via social media (SMUVC) positively correlates with leader-member exchange (LMX), while horizontal communication (SMUHC) is positively associated with team-member exchange (TMX), ultimately enhancing employee performance (Hee et al., 2020). Moreover, task complexity was identified as a moderating factor in the relationship between LMX and employee performance, suggesting that the complexity of tasks influences the effectiveness of vertical communication. Furthermore, an investigation into the impact of leadership style, organizational culture, and benefits on employee performance revealed significant positive effects of leadership style and work culture, with work motivation playing a crucial mediating role (Widyaningrum et al., 2022). Lastly, a study on assertive communication style and organizational culture highlighted their positive impacts on employee performance, with job satisfaction acting as an intervening factor (Rahman et al., 2022). This underscores the importance of fostering a positive work environment and effective communication to enhance job satisfaction, ultimately leading to improved employee performance.

The impact of communication on employee performance is multifaceted and influenced by factors such as leadership style, organizational culture, and communication channels. Effective communication is essential for enhancing employee performance, and organizations should prioritize strategies that promote open communication, cultivate positive work environments, and support employee development.

4.2 The Impact of Motivation on Employee Performance

The Impact of motivation on employee performance is a pivotal aspect of organizational management, directly shaping both productivity and job satisfaction levels. Research consistently highlights the crucial role of motivation in boosting employee performance, with numerous factors contributing to its impact (Kuswati, 2020). For instance, a study conducted within a Malaysian property development company revealed that both downward communication (DC) and horizontal communication (HC) significantly enhance employee performance, underscoring the importance of effective communication from management to lower levels and among peers (Hee et al., 2019). To foster such communication, management should prioritize the cultivation of soft skills among employees, facilitate inter-departmental meetings to foster strong relationships, and implement training programs aimed at enhancing communication effectiveness.

In a separate study focusing on the impact of social media use for communication, it was found that both vertical communication via social media (SMUVC) and horizontal communication (SMUHC) positively correlate with leader-member exchange (LMX) and team-member exchange (TMX), respectively, ultimately contributing to improved employee performance (Ekundayo, 2018). Moreover, the study revealed that the complexity of tasks moderates the relationship between LMX and employee performance, indicating that task complexity influences the effectiveness of vertical communication. Furthermore, Ibrahim & Brobbey (2018) investigated into the impact of leadership style, work culture, and benefits on employee performance demonstrated significant positive effects of leadership style and work culture, with work motivation playing a crucial mediating role. Finally, a study examining the effect of assertive communication style and organizational culture on employee performance highlighted their positive impacts, with job satisfaction serving as an intervening factor (Bao & Nizam, 2015). This suggests that fostering a positive work

environment and effective communication can contribute to higher job satisfaction, ultimately leading to improved employee performance.

The influence of motivation on employee performance is multifaceted and influenced by various factors such as leadership style, work culture, and communication channels (Elizabeth, 2022). Effective communication is paramount for enhancing employee performance, and organizations should prioritize strategies that encourage open communication, cultivate positive work environments, and support employee development.

4.3 The Impact of Teamwork on Employee Performance

The impact of teamwork on employee performance is a significant area of study in organizational management, as it directly influences the productivity and job satisfaction of employees. Research has consistently shown that teamwork plays a crucial role in enhancing employee performance, and various factors contribute to this impact. One study, conducted in the services sector of Pakistan, found that there is a positive relationship between teamwork and employee performance (Phulpoto, 2023). The study also investigated the mediating role of job satisfaction in the relationship between teamwork and employee performance and found that job satisfaction significantly mediates this relationship. This suggests that teamwork can improve employee performance by fostering a sense of belongingness and trust among team members, which in turn enhances job satisfaction.

Another study, focusing on the influence of teamwork, occupational safety and health, and work discipline on employee performance at the Ungaran Post Office, found that teamwork has a significant positive effect on employee performance (Yulfa et al., 2023). The study used a quantitative research method and analyzed data from 80 employees. The results showed that teamwork can influence employee performance by 23.2%, indicating a substantial impact. In another study, the effect of work communication and teamwork on employee performance at the Bontonombo 1 Health Center was analyzed (Nurwinda et al., 2023). The study found that both work communication and teamwork have a significantly positive influence on employee performance. This highlights the importance of both effective communication and collaborative teamwork in achieving organizational objectives and enhancing employee performance.

Finally, a study examining the nexus of teamwork, communication competence, and employee performance found that teamwork has a positive impact on employee performance, with employee competence mediating this relationship (Otoo, 2019). This suggests that teamwork can improve employee performance by enhancing employee competence, which in turn enhances employee performance. In summary, the impact of teamwork on employee performance is multifaceted and influenced by various factors such as job satisfaction, occupational safety and health, work discipline, and communication competence. Effective teamwork is crucial for enhancing employee performance, and organizations should focus on developing strategies that promote teamwork, foster positive work environments, and support employee development.

5. CONCLUSION

This qualitative investigation has yielded valuable insights into the factors contributing to enhanced employee performance within the manufacturing sector. The research indicates that effective communication, motivation, and teamwork play pivotal roles in this improvement. Communication stands out as a cornerstone, clarifying roles, fostering a sense of belonging, and facilitating idea exchange and feedback. Moreover, intrinsic motivation emerges as a significant influencer, driving employee engagement and commitment, while extrinsic motivators like recognition and rewards also positively impact performance. Additionally, teamwork emerges as critical, fostering collaboration, knowledge dissemination, and mutual support among team members. In essence, the study emphasizes the importance of a comprehensive approach to enhancing

employee performance, encompassing effective communication, motivational incentives, and a collaborative teamwork environment. The implementation of these strategies can result in improved employee performance, heightened job satisfaction, and ultimately, greater organizational success within the manufacturing industry.

6. SUGGESTION

Establish communication channels like meetings, newsletters, and digital platforms for clear roles, idea sharing, and feedback. Boost motivation by aligning personal goals with company objectives, providing skill development, and recognizing achievements. Coordinate team-building activities to strengthen relationships, promote collaboration, and foster a shared purpose. Cultivate an open communication culture where employees feel comfortable sharing thoughts and feedback. Recognize and reward employee contributions to reinforce positive behavior and improve performance.

Establish knowledge-sharing mechanisms to enhance collective learning and team effectiveness. Provide opportunities for professional growth to improve employee skills and contribute to organizational goals. Encourage collaboration across departments for innovative solutions and better outcomes. Set clear performance goals aligned with organizational objectives. Foster a culture of continuous improvement for ongoing success. These strategies can help manufacturing organizations enhance employee performance through better communication, motivation, and teamwork, leading to overall organizational success.

7. RECOMMENDATION

Utilize various communication channels, like regular team meetings, digital platforms, and newsletters, to ensure effective communication across all employee levels. Enhance intrinsic motivation by aligning personal goals with organizational objectives, offering skill development opportunities, and recognizing employee achievements. Promote teamwork through team-building activities that strengthen relationships, encourage collaboration, and foster a sense of unity. Cultivate a culture of open communication, where employees feel free to share ideas and feedback without fear. Acknowledge and reward employee contributions, both individual and team efforts, to reinforce positive behavior and drive continuous improvement.

Establish knowledge-sharing platforms to enhance collective learning and overall team performance. Provide training and development opportunities to empower employees to excel in their roles and contribute to organizational goals. Encourage collaboration between departments to leverage diverse perspectives and drive innovation. Define clear performance metrics aligned with organizational goals to provide employees with a clear understanding of expectations. Foster a culture of continuous improvement, where employees are motivated to seek growth opportunities and strive for excellence. These recommendations, when implemented, can significantly enhance employee performance, leading to greater organizational success.

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