



THE INFLUENCE OF COMMUNICATION AND GENERATION DIFFERENCES ON THE PERFORMANCE OF EMPLOYEES AT INDONESIAN OIL PALM RESEARCH INSTITUTE IN MEDAN

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Abstract

The purpose of this study was to examine the factors that influence employee performance at the Indonesian Oil Palm Research Institute in Medan as seen from Communication and Generation Differences. The sample selection used in this study was using the Slovin formula which resulted in 60 respondents. The data analysis technique used is multiple linear regression which consists of Classical Assumption Test (Normality Test, Multicollinearity Test, and Heteroscedasticity Test), Hypothesis Test (T Test and F Test), and Regression Coefficient Analysis. The results of this study indicate that: 1) communication affects employee performance, 2) generation differences have no effect on employee performance, 3) communication and generational differences simultaneously have a positive and significant effect on employee performance.

Keywords : *Communication, Generation Differences, Employee Performance.*

1. INTRODUCTION

The changes that occur in the era of disruption make companies continue to innovate. Each company will be competitive in line with the demands of the company itself to produce good performance (Edbertkho et al, 2021). As a result, in a company it will cause gaps between generations, where the company has employees at different age levels. Each generation has different communications. Employee performance at PPKS Medan is the result of work that can be assessed from the quality and quantity achieved by PPKS Medan employees, especially in the finance, HR & GENERAL divisions with the fields and responsibilities that have been given, so that the impact that occurs on employees will produce work that shows improvement. overall organizational performance. The problem of declining employee performance at PPKS Medan is influenced by the dominant factor, namely Communication. Communication can help employees achieve individual and organizational goals. If the communication that exists does not run smoothly, it will not be as effective as it should be (Wandi, 2022). There was a decrease in KPIs from 2022 to 2023, there were KPIs that were not achieved by the company. As for the restructuring of the company caused a negative impact on employees, where employees had to adjust to bureaucratic lines, new tasks and new responsibilities.

Communication is something that must be considered in order to minimize errors when conveying information. Apart from communication, another factor that influences employee performance is generation differences. Generation differences in the workforce often lead to misunderstandings between employees which can be caused by differences in viewpoints, motivation, work ethics, and can create obstacles in the organization.(Winasis, 2018). Younger employees often feel uncomfortable and intimidated when communicating with older or senior employees. The factors above influence the level and achievement of employee performance, such as communication and generational differences. This is due to frequent miscommunication between employees who misunderstand the information to be conveyed, as well as generational gaps within an organization, frequent disputes within the office.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Communication

Communication is important for establishing relationships, both individually and

organizationally. It can be concluded that communication is the process of exchanging information between individuals which is very important in an organization, so that the organization runs well (Sari, 2019). The communication theory used in the research is Interpersonal Communication Theory. Interpersonal communication is a group of people consisting of at least two people with the aim of providing information and messages directly. Devito (2011) defines interpersonal communication as the process of sending messages and receiving messages between two people in a group with feedback received quickly. It can be concluded that interpersonal communication is communication between two or more people carried out directly or face to face so that the verbal communication that will be delivered is more effective and there are no misunderstandings. In organizations, interpersonal communication is important so that individuals can communicate and interact in the context of organizational communication.

2.3 Generations

Generation according to Mannheim (1952) is a social construction where there is a group of people who are of the same age and have the same historical experience. Part of one generation is individuals who have the same year of birth within a span of twenty years, and are in the same social and social dimensions as well. Assumptions and limitations of Howe & Strauss's (2000) generational theory in formulating the character of each generation. Another assumption in this theory is that each generation will try to improve and compensate for what has been perceived by the middle age generation that is in power at that time. The limitations of Howe & Strauss's (2000) generation theory can be seen from the way it is formulated. Each generation will have a different generation name depending on the events that occurred during their lifetime. Supported by the additional theory of Bencsik & Machova (2016), the birth of generation Z indicates that there are differences. With the definition above, it can be concluded that a generation is a group of people who live at the same time, age, birth, and have events and similarities in the lives of that group of people.

2.4 Employee Performance

Performance is the work result achieved in quality and quantity by an employee in carrying out his duties and functions in accordance with the responsibilities given. Sihombing (2023) explains that performance is the result of a person's or organization's work which must be achieved in terms of quality and quantity in accordance with certain responsibilities or functions. The benchmark for assessing an organization is the performance of the employees themselves. Forms of employee performance that can be seen directly are seen from everything related to work, position or role in the organization. Kasmir's theory (2016) states that performance is obtained from work results and work behavior where employees complete all assigned tasks within a certain period. Increased employee performance will have a positive impact on company performance because the two are closely related.

H1: The Effect of Communication on Employee Performance

Employee performance through communication can have a good influence on the organization. Research (Sari, 2023) states that there is a significant positive influence of communication on employee performance. However, research by Sari (2019) states that communication does not have a significant effect on employee performance.

H2: The Effect of Generation Differences on Employee Performance

Employee performance through generational differences in several previous studies has shown that generational differences have a significant effect on employee performance in Supriyanto and Febrian's (2023) research. However, in research according to Hasyim et al (2023), the generation gap has no effect on employee performance.

H3: The Effect of Communication and Generation Differences on Employee Performance

Communication and Generation Differences are important factors that can influence employee performance. Good communication between employees and between superiors can improve employee performance, and generational differences can be seen in different work habits that can



influence their performance.

3. RESULTS AND DISCUSSION

The results of the research found that the $t_{count} > t_{table}$ value was $7.497 > 1.67155$ with a sig value. equal to $0.000 < 0.05$. So it can be concluded that H1 is accepted and communication has a positive and significant effect on employee performance. This shows that the better the communication carried out by employees, the better the employee performance will be. Good performance is produced by employees through good communication as well. In data analysis it was found that the generational differences variable had a value of $t_{count} < t_{table}$ of $-0.319 < 1.67155$ with a value of sig. amounting to $0.751 > 0.05$. So it can be concluded that H2 is rejected and generation differences have no effect on employee performance. In data analysis it was found that the communication and generation differences variables had an F_{count} value of 28.115 which was greater than the F_{table} of 3.16 with a sig value. $0.000 < 0.05$. So it can be concluded that H3 is accepted. Communication and Generation Differences have a positive and significant effect on Employee Performance.

4. CONCLUSION

Based on the research results, it can be concluded that researchers can describe them to answer the research questions as follows:

1. The results show that communication has a positive and significant influence on employee performance.
2. The results show that generational differences do not have a positive and significant effect on employee performance.
3. The results show that Communication and Generation Differences simultaneously have a positive effect on Employee Performance.

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FIGURES AND TABLES

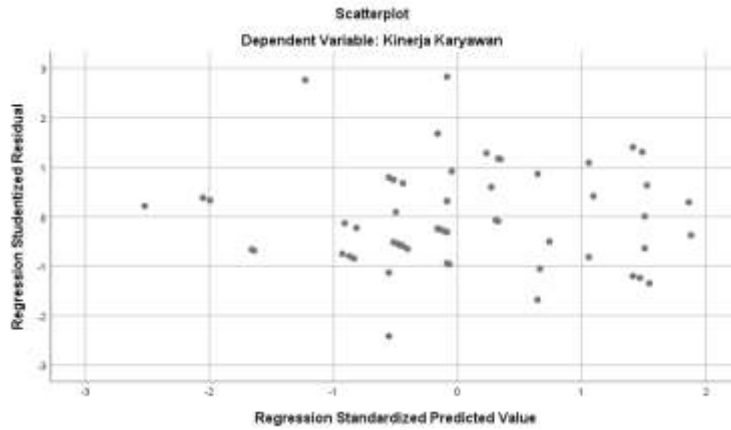


Figure 1. Data Processing Results

Table 1. Data Processing Results Using IBM SPSS STATISTICS 25

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705a	.497	.479	1,606

a. Predictors: (Constant), Generation Differences, Communication

b. Dependent Variable: Employee Performance

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	11,485	2,845		4,037	,000		
	Communication	,616	,082	,706	7,497	,000	,996	1,004
	Generational Differences	-.030	,093	-.030	-.319	,751	,996	1,004

a. Dependent Variable: Employee Performance

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144,973	2	72,487	28,115	,000b
	Residual	146,960	57	2,578		
	Total	291,933	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Generation Differences, Communication