# Analysis of Work Communication, Personality and Job Characteristics on Employee Performance at the Cooperative, UKM, Industry, Trade Service in Medan City

Irfan Triansyah Pramana, Sri Rahayu, Teguh Wahyono

## Abstract

The analysis of the writing aims to find out whether partial work communication has a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office. Does personality partially have a positive and significant effect on the performance of honorary employees at the Medan City Small and Medium Business Cooperative Office. Does the characteristics of the job partially have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Cooperative Office. Whether work communication, personality and work characteristics simultaneously have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office. The writing method is associative writing. The sample in this writing is 62 respondents. The results of the writing show that work communication partially has a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office. Personality partially has a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office. Partial job characteristics have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office. Communication, personality and work characteristics simultaneously have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.

**Keywords:** Communication, Personality, Job Characteristics and Employee Performance

Irfan Triansyah Pramana[1]
[1]Management Study Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail: irfantriansyah1@gmail.com[1]

Sri Rahayu[2], Teguh Wahyono[3]
[2,3]Management Study Program, Universitas Pembangunan Panca Budi, Indonesia
e-mail: srirahayu@dosen.pancabudi.ac.id[2], tegoeh_ft@pancabudi.ac.id[3]

## Introduction

Currently, organizations are experiencing many changes and developments that are very complex and very fast in achieving organizational goals. For this reason, organizations are required to produce high employee performance for the advancement of the organization. As the most important main asset in an organization, human resources have a major role in determining the success of an organization [1] . Employees are expected to have optimal performance so that they can advance the organization. In improving employee performance, organizations must be able to know the factors that can affect performance. So that the organization has qualified human resources to be able to achieve goals. According to [2], performance is "The level of achievement of results for the implementation of certain tasks". Individual performance as the level of achievement or work results of a person from goals that must be achieved or tasks that must be carried out in a certain period of time. The Medan City Trade Industry Small and Medium Business Cooperative Office which has the main task, namely as the coordinator of all regional apparatus work units in supporting the policies of regional heads so that decentralization and assistance tasks can be fulfilled, with this task, the Medan City Trade Industry Small and Medium Business Cooperative Office must pay attention to the performance of employees who are able to play a role in completing the main task. According to [4], work communication is defined as a process of exchanging information between individuals through a common system, either with symbols, signals, or behaviors or actions.

The purpose of communication is to create and provide mutual understanding between fellow communicators (senders) and communicators (receivers), containing truth, completeness, and encompassing the whole. If there is no problem with the way to convey the message and the recipient of the message can also receive and interpret the message, it can be said that the communication runs effectively, this will affect the performance of the employee because he has understood the message conveyed to him. Based on the explanation of the background above, the researcher is interested in researching entitled "Analysis of Work Communication, Personality and Job Characteristics on the Performance of Honorary Employees at the Medan City Trade Industry Small and Medium Business Cooperative Office".

## Problem Identification

Based on the background of the problem, the author identifies the following problems:
a. The performance assessment of honorary employees of the Medan City Trade Industry SME Cooperative Office decreased in 2023 by 74.00% and in 2024 by 66.00%
b. The coordination carried out is not optimal and not in accordance with the way it should be, it is suspected that this is due to the occurrence of miss or communication that has not been optimal in carrying out work, so that employees in working too independently so that it has an impact on non-optimal results.
c. Employees are not calm in dealing with every thing that happens at work.
d. Employees have not received direct information about the work to be completed.

## Literature Review
### 3.1. Employee Performance

According to [19], "Performance is the level of achievement of results for the implementation of certain tasks. Individual performance as the level of achievement or work results of a person from the goals that must be achieved or tasks that must be carried out within a certain period of time".

According to [19] factors that affect performance are: 1) job characteristics, 2) employee personality, 3) work communication, 4) work motivation, 5) organizational culture, 6) work environment, 7) work facilities.
Indicator employee performance [19]; 1) Quality, 2) Quantity, 3) Timeliness of results.

### 3.2. Work Communication

According to [9], work communication is a process of exchanging information between individuals through a (common) system, either with symbols, signals, or behaviors or actions.

According to [9], the factors that affect work communication are as follows: 1) A process is a dynamic open system, creating and exchanging messages among its members, because the phenomenon of creating and exchanging information that runs continuously and incessantly is said to be a process. 2) A message is an arrangement of meaningful symbols about people, objects, events generated by interaction with people. To communicate one must be able to construct a mental image, give it an image and develop a feeling for it. The communication is effective if the message sent or interpreted is the same as what the sender intended. 3) An organizational network consists of several people who each occupy a specific position or role in the organization. The creation and exchange of messages from these people to each other takes place through a set of small paths called communication networks. 4) Interdependence The fourth key concept of organizational communication is the interdependent state between one part and another. This has become the nature of an organization that is an open system. 5) Human relationships in organizations range from simple relationships, 6) The environment is all the physical totality and social factors that are taken into account in decision-making regarding individuals in a system. 7) Uncertainty is the difference between available information and expected information.

According to [9], the indicators of work communication are as follows: 1) Vertical Communication, 2) Horizontal Communication.

### 3.3. Employee Personality

Definition of personality according to [3] is a personality, namely the attitude, mannerisms, and sympathetic and reasonable apperance of an employee.

According to [3] the factors that affect personality are as follows: 1) Hereditary Factors, 2) Environmental Factors.

Indicator Employee Personality [3] : 1) Easy to get along with, 2) Cautious nature, 3) Emotional stability.

### 3.4. Job Characteristics (X3)

The nature or task that includes responsibilities, types of tasks and the level of satisfaction felt from the work itself. [4].

According to [4], the factors that affect the characteristics of the job are as follows: 1) Organizational Factors, 2) Environmental Factors, 3) Behavioral factors.

Indicator Job Characteristics (X3) [4]: 1) Variations Skills, 2) Task identity, 3) Feedback.

### 3.5. Conceptual Framework
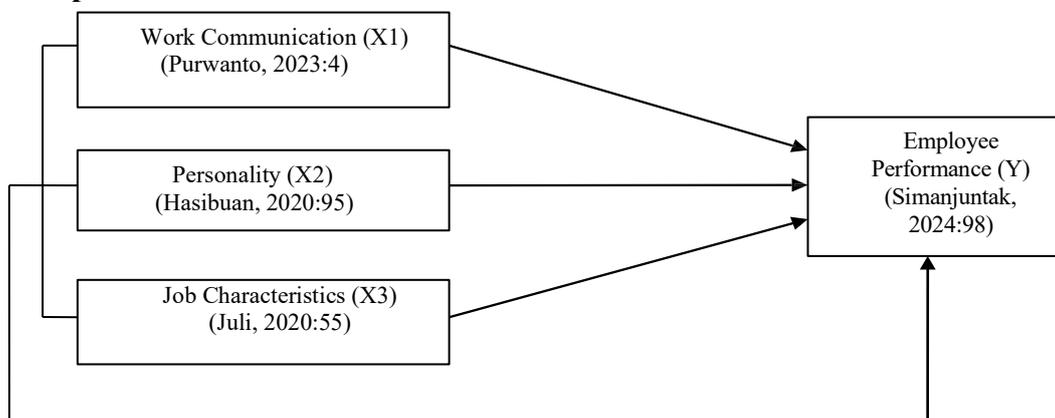


**Figure 1.** Conceptual Framework
Source: Processed Researcher (2026)

## Hypothesis

Based on the conceptual framework, the hypotheses that can be put forward in relation to these problems:

1. It is suspected that partial work communication has a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.
2. It is suspected that personality partially has a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.
3. It is suspected that the characteristics of the job partially have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.
4. It is suspected that communication, personality and work characteristics simultaneously have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.

## Population and Samples/ Data Types and Sources

conducted a sample extraction technique by Probability Sampling, namely using census sampling or saturated sampling because the entire population is used as a sample if the population is below 100. Therefore, the sample in this study is 62 honorary employees/respondents

## Data Collection Techniques

To obtain the data needed in order to analyze the proof of provisional answers or hypotheses of the problems presented, the data collection methods carried out by the researcher are: 1) Interview study, 2) questionnaire.

## Multiple Linear Regression

Multiple regression analysis is an analysis that examines the influence of work communication, personality and work characteristics on performance, using the following formula:

$$Y = \alpha + \text{ß}_1X_1 + \text{ß}_2X_2 + \text{ß}_3X_3 + \text{€}$$

Description :

Y    = Performance (Dependent Variable)

$\alpha$    = Constant

ß    = Multiple regression coefficient (Multiple Regression)

$X_2$ = Personality (Independent Variables)

$X_3$   = Occupational Characteristics (Independent Variables)

€    = Error term

## Hypothesis Test

a. Simultaneous Test (F Test)

According to [12], "The F-test is used to test whether the free variable has a simultaneous influence on the bound variable". To analyze whether the hypothesis is accepted or rejected, the value of F can be seen, namely the probability value". The criteria for accepting/rejecting the hypothesis are as follows:

1) Minus H0 if the calculated probability value < the applied probability is 0.05 (Sig < $\alpha$ 0.05).

2) Accept H0 if the calculated probability value > the set probability is 0.05 (Sig > $\alpha$ 0.05)

b. Partial Test (t-test)

According to [12], "The t-test is used to test the hypothesis when the researcher analyzes partial regression (an independent variable with a bound variable). So this test can be seen from the probability value". The hypothesis is:

H0 : there is an insignificant influence

Ha : there is an significant influence

The criteria acceptance/Rejection the hypothesis is as follows:

1) Subtract H0 if the calculated probability value < a significance level of 0.05 (Sig < $\alpha$ 0.05).
2) Accept H0 if the calculated probability value > significance level of 0.05 (Sig > $\alpha$ 0.05).

## Results
## 1. Description of Respondent Characteristics

The characteristics of the respondents that will be described below reflect how the condition of the respondents studied includes gender, age, last education and working period.

a. Characteristics of respondents by gender.

**Table 1.** Gender

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Valid** | Male | 27 | 43.5 | 43.5 | **43.5** |
| | Women | 35 | 56.5 | 56.5 | **100.0** |
| | **Total** | **62** | **100.0** | **100.0** | |

Source : SPSS Processing Results (2026)

In Table 4.1, it can be seen that the majority of honorary employees of the Medan City Trade Industry Cooperative Office who became respondents were male, namely 35 people or 56.5% of the total respondents.

b. Characteristics of respondents based on age.

**Table 2.** Age

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Valid** | 33 - 37 Years | 25 | 40.3 | 40.3 | **40.3** |
| | 38 - 42 Years | 12 | 19.4 | 19.4 | **59.7** |
| | 43 - 48 Years | 12 | 19.4 | 19.4 | **79.0** |
| | 49 - 57 Years | 13 | 21.0 | 21.0 | **100.0** |
| | **Total** | **62** | **100.0** | **100.0** | |

Source : SPSS Processing Results (2026)

In Table 4.2, it can be seen that the majority of honorary employees of the Medan City Trade Industry Cooperative Office who are respondents are 33 - 37 years old, which is 25 people or 40.3% of the total respondents.

## Validity Testing

To determine the feasibility of the items in the list of questions (questionnaire) that have been presented to the respondents, it is necessary to conduct a validity test. If the validity of each question is greater than (>) 0.30, then the question item is considered valid.

**Reliability Testing**

Reliability is the degree of precision, precision or accuracy demonstrated by the measurement instrument. In this study, to determine whether the questionnaire is reliable or not using alpha cronbach. The questionnaire is said to be reliable if the alpha cronbach > 0.60 and unreliable if it is equal to or below 0.60.

**Table 3.** Reliability Test (X1) Work Communication

| Cronbach's Alpha | | N of Items |
|---|---|---|
| .802 | | 6 |

Source : SPSS Processing Results (2026)

The SPSS output results are known to be Cronbach's Alpha value of 0.802 > 0.60 so that it can be concluded that the questions that have been presented to the respondents consisting of 6 statements on the work communication variable are reliable or said to be reliable.

**Table 4.** Personality Reliability Test (X2)

| Cronbach's Alpha | N of Items |
|---|---|
| .763 | 9 |

Source : SPSS Processing Results (2026)

From Table 4.22 above, the SPSS output results are known to have Cronbach's Alpha value of 0.763 > 0.60 so that it can be concluded that the questions that have been presented to the respondents consisting of 9 statements on personality variables are reliable or said to be reliable.

**Table 5.** Reliability Test (X3) Work Characteristics

| Cronbach's Alpha | N of Items |
|---|---|
| .876 | 9 |

Source : SPSS Processing Results (2026)

From Table 4.23 above, the SPSS output results are known to have Cronbach's Alpha value of 0.876 > 0.60 so that it can be concluded that the questions that have been presented to the respondents consisting of 9 statements on the work characteristics variable are reliable or said to be reliable.

**Table 6.** Reliability (Y) Performance Test

| Cronbach's Alpha | N of Items |
|---|---|
| .885 | 9 |

Source : SPSS Processing Results (2026)

From Table 4.24 above, the SPSS output results are known to have Cronbach's Alpha value of 0.885 > 0.60 so that it can be concluded that the questions that have been presented to

the respondents consisting of 9 statements on the performance variable are reliable or said to be reliable.

## Classic Assumption Testing
## Data Normality Test

The normality test aims to test whether in a regression, the disruptive or residual variable is normally distributed or not.
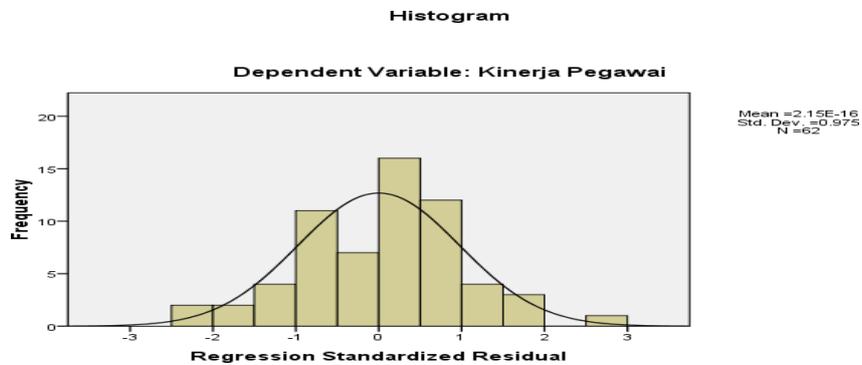


**Figure 2.** Normality Test Histogram

Based on Figure 4.1 above, the results of the data normality test are known that the data has been distributed normally, where the histogram image has a line forming a bell and has a balanced convalescence in the middle.
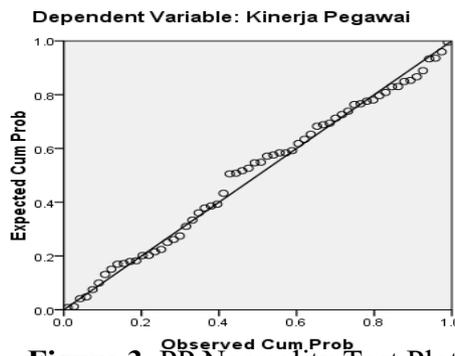


**Figure 3.** PP Normality Test Plot

Based on Figure 4.2 above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally. From the two figures above, it can be concluded that after the data normality test was carried out, the data for employee performance variables were distributed normally.

## Discussion
## 1. The Influence of Work Communication on Employee Performance

The results of the study show that work communication at the Medan City Trade Industry Small and Medium Business Cooperative Office has an effect on employee performance. This can be seen from the analysis of multiple linear regression through a positive t-test with a t-value of 2.769 with sig. 0.045. Based on these results, it can be concluded that Hypothesis 3 (three) in this study is tested and acceptable. The positive direction shows that every time there is an increase in work communication carried out by the Medan City Trade Industry Small and Medium Business Cooperative Office, it will cause an increase in the performance of employees of the Medan City Trade Industry Small and Medium Business Cooperative Office

simultaneously by 0.069 units. In other words, when work communication at the Medan City Trade Industry Cooperative Office consists of vertical communication and horizontal communication, the performance of employees of the Medan City Trade Industry Industry Cooperative Office will also increase. The results of this study are in accordance with the research of [13], showing that work communication has a positive and significant effect on employee performance.

**2. The Influence of Personality on Employee Performance**

The results of the study show that personality in the Medan City Small and Medium Business Cooperative Office of Trade Industry has an effect on employee performance. This can be seen from the analysis of multiple linear regression through a positive t-test with a t-value of 3.491 with sig. 0.001. Based on these results, it can be concluded that Hypothesis 2 (two) in this study is tested and acceptable. The positive direction shows that every time there is an increase in personality carried out by the Medan City Trade Industry Cooperative Office, it will cause an increase in the performance of employees of the Medan City Trade Industry Small and Medium Business Cooperative Office simultaneously by 0.255 units. In other words, when the personality at the Medan City Trade Industry Small and Medium Business Cooperative Office consists of easy getting along, cautious nature and emotional stability, the performance of employees of the Medan City Trade Industry Small and Medium Business Cooperative Office will also increase. The results of this study are in accordance with the research of [14], showing that personality has a positive and significant effect on employee performance.

**3. The Influence of Job Characteristics on Employee Performance**

The results of the study show that the characteristics of work at the Medan City Trade Industry Small and Medium Business Cooperative Office have an effect on employee performance. This can be seen from the analysis of multiple linear regression through a positive t-test with a t-value of 9.249 with sig. 0.000. Based on these results, it can be concluded that Hypothesis 1 (one) in this study is tested and acceptable. The positive direction shows that every time there is an increase in the characteristics of work carried out by the Medan City Trade Industry Small and Medium Business Cooperative Office, it will cause an increase in the performance of employees of the Medan City Trade Industry Small and Medium Business Cooperative Office simultaneously by 0.667 units. In other words, when the characteristics of the job at the Medan City Trade Industry Small and Medium Business Cooperative Office consist of a variety of skills, task identities and feedback, the performance of Medan City Trade Industry Industry Cooperative employees will also increase. The results of this study are in accordance with the research of [15], [16] and [17], showing that job characteristics have a positive and significant effect on employee performance.

**4. The Influence of Work Communication, Personality and Job Characteristics on Employee Performance**

The results of the study show that the characteristics of work, personality and communication at the Medan City Small and Medium Business Cooperative Office of the Trade Industry have an effect on job satisfaction. This can be seen from the analysis of multiple linear regression through the F test which is marked positive with an Fcal value of 71.287 with sig. 0.000. Based on these results, it can be concluded that Hypothesis 4 (four) in this study is tested and acceptable.

**Conclusion**

Based on the results of the research described above. It can therefore be concluded that:

1.  Partial work communication has a positive and significant effect on the performance of honorary employees at the Medan City Small and Medium Business Cooperative Office.
2.  Personality partially has a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.
3.  Partial job characteristics have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.
4.  Communication, personality and work characteristics simultaneously have a positive and significant effect on the performance of honorary employees at the Medan City Trade Industry Small and Medium Business Cooperative Office.

**Suggestions**

Based on the conclusions that have been stated above, several suggestions can be mentioned, namely:

1.  It is recommended that the organization maintain employees who are always friendly to their fellow colleagues and it is also recommended that the organization pay attention to coordination with the superior in carrying out the work well established. With solutions, employees are involved in meetings between divisions to discuss problems at work.
2.  It is recommended that the organization retain employees who are easy to accept the new regulations set by the organization and it is also recommended that the organization pay attention to employees who are happy to cooperate with colleagues in doing their work. With solutions, employees are routinely evaluated by other parties (superiors) regarding their performance.
3.  It is recommended that organizations retain employees who get direct information about the work to be completed and it is also recommended that organizations pay attention to employees who have a diversity of skills. With solutions for training and socialization of skills at work.
4.  It is recommended that organizations maintain an organization that always pays attention to employees so that employees are able to work in accordance with organizational standards and it is also recommended that organizations pay attention to organizations that pay attention to employee quality standards that exceed the quality standards of other existing employees. With training solutions or work arrangements.

**References**

[1]  Ardana, Komang, et al. (2020). Organizational Behavior, First Edition, Graha Ilmu, Yogyakarta.
[2]  Daft L, Richard. (2023). Management. Jakarta: Erlangga.
[3]  Hasibuan, Malayu SP, (2020). Organizational Management Behavior. Jakarta: Bumi Aksara.
[4]  Juli, A. (2020). Manajemen kinerja sektor publik. Rajawali Pers.
[5]  Mangkunegara, A.A. Anwar Prabu. (2023). Corporate Human Resource Management. Fifth Print. Bandung: Remaja Rosdakarya.
[6]  Mondy, Wayne R. (2021). Human Resources Management Tenth Edition Publisher : Erlangga, Jakarta.
[7]  Nawawi, Hadari H, (2023). Human Resource Management for Competitive Business, Gadjah Mada University Press, Yogyakarta.
[8]  Panggabean, Mutiara S. (2020). Human Resource Management. Bogor: Ghalia Indonesia.
[9]  Purwanto, Djoko. (2023). Business Communication. Second Edition. Jakarta: Erlangga.

[10] Rivai, Veithzal, (2024). Human Resource Management for Companies. Print I. Jakarta: Murai Kencana.

[11] Robbins, Stephen P. (2024). Principles of Organizational Behavior Fifth Edition. Jakarta: Erlangga.

[12] Rusiadi, et al (2024), Research Methods of Management, Accounting and Development Economics, Concepts, Cases and Applications of SPSS, Eviews, Amos and Lisrel. First Print. Medan: USU Press.

[13] Rahayu, S. (2023). Modul Manajemen Sumber Daya Manusia. Medan: Universitas Pembangunan Panca Budi.

[14] Rahayu, S. (2018). Pengaruh motivasi dan disiplin terhadap prestasi kerja karyawan di PT. Langkat Nusantara Kepong Kabupaten Langkat. JUMANT, 9(1), 115–132.

[15] Rahayu, Sri. "Pengaruh Kualitas Sumber Daya Manusia Terhadap Kinerja Karyawan Pada Koperasi Unit Desa di Lau Gumba Brastagi Sumatera Utara." Jurnal Manajemen Tools 12, no. 1 (2020): 51.

[16] Rahayu, S. (2020). The Effect of Transformational Leadership on Work Discipline and Employee Performance. International Journal for Innovative Research in Multidisciplinary Field, 6(2), 250-253.

[17] Serendipity. (2024). Work Procedures and Work Productivity. Bandung: Mandar Maju.

[18] Siagian, Sondang, (2024). Human Resource Management. Edition 1, Prints II. Jakarta: Publisher PT. The Earth of Scripts.

[19] Simanjuntak, Payaman J. (2024). Work Management and Evaluation. Jakarta: FEUI Publishing Institution.

[20] Sofyandi. (2024). Human Resource Management Edition 1. Yogyakarta: Graha Ilmu.

[21] Wahyono, T., & Suwarno, S. (2023). Analysis Of Education, Work Motivation, Work Discipline on Employee Productivity Of Panca Budi Development University Medan. Prosiding Universitas Dharmawangsa, 3(1), 865-875.

[22] Wahyono, T. (2019). ANALISIS FAKTOR YANG MEMPENGARUHI SISTEM REKRUTMEN SDM DALAM MENINGKATKAN KINERJA KARYAWAN PADA PT. SUMO INTERNUSA INDONESIA CABANG MEDAN: Teguh Wahyono. Jurnal Kajian Ekonomi dan Kebijakan Publik (JEpa), 4(1), 69-83.