

THE EFFECT OF COORDINATION ON EMPLOYEE PERFORMANCE THROUGH COMMUNICATION AT PT PLN (PERSERO) UP3 LANGSA

Saima Rambe*, Nurul Dalimunte & Aldino Erdin
Universitas Pembinaan Masyarakat Indonesia, Indonesia
*email: rambesaima@gmail.com**

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Abstract

This study was conducted to determine the extent of the influence of coordination on employee performance through motivation at PT. PLN (Persero) UP3 Langsa, Where the study uses quantitative methods, namely data in the form of numbers or nominal with 4 variables, namely coordination (X1), Employee Performance (Y0 and Communication (Z), with a total of 43 respondents. Coordination partially has a positive and significant effect on Communication at the PT. PLN (Persero) UP3 Langsa Office. This can be seen from the t-count value of $14.476 > t\text{-table } 2.019$ and significant $0.000 < 0.005$. Coordination partially has a positive and significant effect on employee performance at the PT. PLN (Persero) UP3 Langsa Office. This can be seen from the t-count value of $3.055 > t\text{-table } 2.021$ and significant $0.004 < 0.005$. Coordination has a positive and significant effect on employee performance through Communication at the PT. PLN (Persero) UP3 Langsa Office. This is proven from the path analysis test which is known to have an indirect effect of 0.579 and greater than the direct influence of Coordination on employee performance, namely 0.344.

Keywords: Coordination, Employee Performance, Organizational Communication, Path Analysis

A. INTRODUCTION

PT PLN (Persero) UP3 Langsa, as the operational unit responsible for electricity service delivery in the Langsa area, faces demands for services that are fast, accurate, and reliable. The complexity of the work and the high expectations of the public require effective coordination, supervision, and communication to continuously enhance employee performance. However, in practice, obstacles are still found related to coordination workflows, the intensity of supervision, and the effectiveness of internal communication, all of which may affect employee performance (Ayuningsih, 2012).

Human resources are a strategic factor in determining an organization's success, particularly in state-owned enterprises such as PT PLN (Persero), which plays a vital role in supplying electricity to the public. Optimal employee performance is a key driver for achieving organizational goals, improving service quality, and sustaining operational continuity. Therefore, improving employee performance needs to be supported by effective managerial factors (Sutarini et al., 2024).

One important factor influencing employee performance is coordination. Good coordination enables alignment of tasks, responsibilities, and authority across organizational units so that work can be carried out effectively and efficiently. Without adequate coordination, the likelihood of overlapping tasks, procedural errors, and delays in task completion increases, which ultimately leads to a decline in employee performance (Pangestu & Purnama, 2024).

The implementation of coordination and supervision cannot function optimally without effective communication. Communication serves as a medium for conveying information, instructions, and feedback between leaders and employees, as well as among employees. Effective communication clarifies work objectives, reduces misunderstandings, and enhances employees' understanding of their duties and responsibilities. Accordingly, communication acts as a variable that bridges the influence of coordination and supervision on employee performance.

B. LITERATURE REVIEW

Definition of Coordination

Coordination is the process of aligning work activities among individuals and across work units so that organizational goals can be achieved effectively. According to Hasibuan (2014), coordination is an effort to unify, integrate, and harmonize various activities so that harmonious cooperation is created within the organization. Coordination indicators according to Malayu Hasibuan include:

- Unity of action
- Clear division of work
- Harmony in task implementation
- Work relationships among employees

Definition of Communication

Communication is the process of conveying symbols that carry meaning. According to Sedarmayanti (2016), communication is the presentation and interpretation of messages among communication units that are part of an organization. Communication enables new or existing ideas to spread and be internalized by people, accepted or rejected. Information, ideas, and attitudes can be delivered through meaningful symbols transmitted by a source and understood by the receiver, thereby generating a response or feedback (Amin Ibrahim, 2018). According to Sutardji (2016), indicators of effective communication are:

- Understanding
- Pleasure (satisfaction)
- Influence
- Improved relationships
- Action

Definition of Performance

Employee performance, according to Muhammad Hasibuan (2014), is the work outcome achieved by a person in carrying out the tasks assigned to them, based on competence, experience, seriousness, and time. In other words, Sjamsiar Sjamsudin Indradi (2016) explains that performance is the work result achieved by a person in performing assigned tasks in accordance with established criteria. Performance indicators (Brahmasari, 2017) include:

- Timeliness
- Quantity
- Quality
- Cost-effectiveness
- Need for supervision

C. RESEARCH METHODOLOGY

Meanwhile, the type of data used in this study, based on its form, is quantitative data, namely data expressed in numerical values or nominal categories. The data sources in this study are derived from the respondents. Primary data were obtained through the distribution of

questionnaires administered to the respondents. In contrast, secondary data refer to data obtained or compiled by the researcher from various pre-existing sources (Ramdhan, 2021).

D. RESULT AND DISCUSSION

PT. PLN (Persero) UP3 Langsa Aceh traces its origins to the late 19th century, when the sugar industry and electricity generation in Indonesia began to expand as several Dutch-owned companies engaged in sugar and tea production established power plants to meet their own needs. In line with government policies that opened opportunities for the private sector to participate in the electricity supply business, PLN's status changed in 1994 from a Public Corporation (Perusahaan Umum) to a State-Owned Limited Liability Company (Persero). PLN has also continued to serve as the holder of the Electricity Supply Business Authority (Pemegang Kuasa Usaha Ketenagalistrikan/PKUK), with the responsibility of providing electricity for the public interest up to the present.

Based on the SPSS output, the validity values are shown in the Corrected Item–Total Correlation column, which represents the correlation between each item score and the total score from respondents' tabulated answers. The validity test results for the 20 (twenty) statements in the Coordination variable indicate that all items are valid because all coefficient values exceed 0.30.

Based on the SPSS output, the validity values are shown in the Corrected Item–Total Correlation column, which represents the correlation between each item score and the total score from respondents' tabulated answers. The validity test results for the 20 (twenty) statements in the Communication variable indicate that all items are valid because all coefficient values exceed 0.30.

Based on Table 1 of the SPSS output, the validity values are shown in the Corrected Item–Total Correlation column, which represents the correlation between each item score and the total score from respondents' tabulated answers. The validity test results for the 20 (twenty) statements in the Employee Performance variable indicate that all items are valid because all coefficient values exceed 0.30.

The conclusion drawn from the validity test output is that all statement items have Corrected Item–Total Correlation values greater than ($>$) 0.30; therefore, all proposed statement items are declared valid.

Reliability Testing

Table 1. Reliability Test for X (Coordination)
Reliability Statistics

Cronbach's Alpha	N of Items
,889	20

Source: SPSS Version 23.0 Output Results

Based on Table 1 of the SPSS output, the Cronbach's Alpha value is 0.889, which is greater than 0.60. Therefore, it can be concluded that the questionnaire items administered to respondents consisting of 20 statements measuring the Coordination variable are reliable (i.e., internally consistent).

Table 2. Reliability Test for Z (Communication)
Reliability Statistics

Cronbach's Alpha	N of Items
,885	20

Source: SPSS Version 23.0 Processing Results

Based on Table 2, the SPSS output shows a Cronbach's Alpha value of $0.885 > 0.60$. Therefore, it can be concluded that the 20-item statement presented to respondents in the Communication variable is reliable.

Table 3. Reliability Test Y (Employee Performance)
Reliability Statistics

Cronbach's Alpha	N of Items
,884	20

Source: SPSS Processing Results Version 23.0

Based on Table 3, the SPSS output shows a Cronbach's Alpha value of $0.884 > 0.60$, thus concluding that the 20 statements presented to respondents on the employee performance variable are reliable. The conclusion based on the output for this reliability test is that all statement items have a Cronbach's Alpha value greater than 0.60, thus all statements submitted can be considered reliable.

Data Normality Test

Table 4. Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		43
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,64376386
Most Extreme Differences	Absolute	,099
	Positive	,099
	Negative	-,060
Test Statistic		,099
Asymp. Sig. (2-tailed)		,200^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS Processing Results Version 23.0

Based on Table 4, the results of the data normality test (Coordination and Communication) indicate that the data are normally distributed. This is evident in the SPSS

output of the Asymp. Sig. (2-tailed) value of 0.200, which is greater ($>$) than 0.05, indicating a normal distribution of the data.

Multicollinearity Test

This is indicated by tolerance values far exceeding 0.1 and variable VIFs less than 10. The tolerance value for Coordination is 0.164 and the tolerance value for Communication is 0.164, both of which have tolerance values greater ($>$) than 0.1. Meanwhile, the VIF value for Coordination is 6.111 and the VIF value for Communication is 6.111, both of which have VIF values less than ($<$) 10. Therefore, all of them pass the multicollinearity test.

Heteroscedasticity Test

The scatterplot image shows that the resulting points are randomly distributed and do not form a specific pattern or trend line. The image above also shows that the data is spread around the zero point. The results of this test indicate that this regression model is free from heteroscedasticity issues. In other words, the variables tested in this study are homoscedastic.

Partial Significance Test (t-Test)

The t-test essentially shows the extent to which an independent variable individually explains the variation in the related variable, at a significance level of 5% (Rusiadi, 2018).

Table 4.73 shows the influence of coordination on communication. Significance testing with the following decision-making criteria:

H_a is accepted and H_0 is rejected if $t\text{-count} > t\text{-table}$ or $\text{Sig. } t < \alpha$. H_a is rejected and H_0 is accepted if $t\text{-count} < t\text{-table}$ or $\text{Sig. } t > \alpha$, the calculated t is 14.476, while the t table is 2.019 and significant at 0.000, so the calculated t is $14.476 > t$ table 2.019 and significant at 0.000, so H_a is accepted and H_0 is rejected, which states that Coordination has a partial effect on Communication.

The Effect of Coordination on Employee Performance

H_a is accepted and H_0 is rejected, if the calculated $t > t$ table or $\text{Sig. } t < \alpha$, H_a is rejected and H_0 is accepted, if the calculated $t < t$ table or $\text{Sig. } t > \alpha$, the calculated t is 3.055, while the t table is 2.021 and significant at 0.004, so the calculated t is $3.055 > t$ table 2.021 and significant at $0.004 < 0.05$, so H_a is accepted and H_0 is rejected, which states that Coordination has a partial effect on employee performance.

The Influence of Communication on Employee Performance

H_a is accepted and H_0 is rejected, if $t\text{count} > t\text{table}$ or $\text{Sig. } t < \alpha$ H_a is rejected and H_0 is accepted, if $t\text{count} < t\text{table}$ or $\text{Sig. } t > \alpha$ $t\text{count}$ is 5.613 while $t\text{table}$ is 2.021 and significant at 0.000 so that $t\text{count } 5.613 > t\text{table } 2.021$ and significant at $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that Communication has a partial effect on employee performance.

Simultaneous Significance Test (F Test)

Based on Table 4.75, the calculated F value is 220.644, while the F value is 3.23, as seen at $\alpha = 0.05$ (see appendix Table F). The probability of significance is much lower than 0.05, at $0.000 < 0.05$. Therefore, the regression model in this study indicates that Coordination and Communication simultaneously have a positive and significant effect on employee performance. Therefore, the previous hypothesis is accepted: H_a (reject H_0).

Coefficient of Determination

Table 5. Coefficient of Determination on Communication
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,915 ^a	,836	,832	2,288

Sumber : Hasil Pengolahan SPSS Versi 23,0

- a. Predictors: (Constant), Coordination
b. Dependent Variable: Communication

Table 5 shows that the Adjusted R Square value is 0.832, meaning the coefficient of determination is $0.832 \times 100\% = 83.2\%$. This indicates that 83.2% of the information contained in the data can be explained by the model, while the remaining $100\% - 83.2\% = 16.8\%$ is explained by error and other variables outside the model that have not been examined. The coefficient value in this model is relatively large, making it worthy of further interpretation.

Table 6. Coefficient of Determination on Employee Performance
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,958 ^a	,917	,913	1,684

- a. Predictors: (Constant), Communication, Coordination
b. Dependent Variable: Employee Performance

Source: Results of SPSS Processing Version 23.0

Table 6 shows that the Adjusted R Square value is 0.913, meaning the coefficient of determination is $0.913 \times 100\% = 91.3\%$. This indicates that 91.3% of the information contained in the data can be explained by the model, while the remaining $100\% - 91.3\% = 8.7\%$ is explained by error and other variables outside the model that have not been examined. The coefficient values in this model are relatively large, making them worthy of further interpretation. Tables 4.76 and 4.77 above show the coefficients of determination as follows:

$$\begin{aligned} Pe1 &= 1 - 0.9152 = 0.163 \\ Pe2 &= 1 - 0.9582 = 0.082 \\ R2m &= 1 - P2e1 \cdot P2e2 \\ &= 1 - (0.163)(0.082) \\ &= 0.986 \text{ or } 98.6\% \end{aligned}$$

Path Analysis

Based on Table 4.78, the significance value of variable X is 0.000, which is less than 0.05. This result concludes that Regression Model I, in which variable X has a significant effect on Z. The R-square value in the "Model Summary" table is 0.836, indicating that X contributes 83.6% to Z, while the remaining 16.4% is contributed by other variables not included in the study. Meanwhile, the e1 value can be calculated using the formula $e1 = \sqrt{1 - 0.836} = 0.405$.

Mediation Test

Based on Figure 4.3, the path analysis results indicate that Coordination has a direct effect on employee performance and can also have an indirect effect, namely from Coordination to Communication (as an intervening variable) and then to employee performance. The direct effect is 0.344, while the indirect effect must be calculated by multiplying the indirect coefficients, which is $0.915 \times 0.633 = 0.579$, or the total effect of coordination on employee performance $= 0.344 + (0.915 \times 0.633) = 0.923$. Therefore, the value ($P3 < P1 \times P2$) indicates that communication functions as an intervening variable.

The calculation results show that the indirect effect through communication is greater than the direct effect on employee performance. These results indicate that coordination

influences employee performance through communication as an intervening variable, or it can be concluded that communication is a mediating variable between coordination and employee performance. Based on this, the research hypothesis stating that coordination influences employee performance through communication is empirically supported, and it can be concluded that the hypothesis is accepted.

E. CONCLUSION

Based on the analysis and evaluation of the research on the influence of coordination and supervision on employee performance through communication at PT PLN (Persero) UP3 Langsa, the following conclusions can be drawn: Coordination has a partial positive and significant effect on communication at the PT PLN (Persero) UP3 Langsa office. This is evident from the calculated t-value of $14.476 > t\text{-table } 2.019$ and a significance level of $0.000 < 0.005$. Coordination has a partial positive and significant effect on employee performance at the PT PLN (Persero) UP3 Langsa office. This is evident from the calculated t-value of $3.055 > t\text{-table } 2.021$ and a significance level of $0.004 < 0.005$. Coordination has a positive and significant effect on employee performance through communication at the PT PLN (Persero) UP3 Langsa office. PLN (Persero) UP3 Langsa This is proven by the path analysis test which shows an indirect effect of 0.579 and is greater than the direct effect of coordination on employee performance, which is 0.344.

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