

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAWE

Putria Zamharira Alisya¹, Nurmala², Ibrahim Qamarius³, Sullaida⁴

^{1,2,3,4} Management Study Program, Faculty of Economics and Business, Universitas, Indonesia.

Email: putria.210410133@mhs.unimal.ac.id, nurmala@unimal.ac.id, ibrahimq@unimal.ac.id, sullaida@unimal.ac.id

Correspondence Author: nurmala@unimal.ac.id

Received : 01 August 2025

Revised : 10 August 2025

Accepted : 12 September 2025

Published : 20 September 2025

DOI : <https://doi.org/10.54443/ijset.v4i12.1182>

Link Publish : <https://www.ijset.org/index.php/ijset/index>

Abstract

This study investigates the impact of self-efficacy, work experience, and communication on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe. Using quantitative methods and statistical analysis, the research examines the relationship between these variables. The results indicate that self-efficacy has a significant and positive effect on employee performance, suggesting that a strong belief in one's abilities enhances job performance. While work experience also shows a positive influence, its impact is not as statistically significant as self-efficacy. The study further reveals that effective communication within the organization plays a crucial role in fostering a positive work environment and improving employee outcomes. These findings highlight the importance of nurturing employee self-confidence and promoting clear, open communication channels to maximize productivity and success within the company.

Keywords: *Self-Efficacy, Work Experience, Communication, Employee Performance, Organizational Performance*

INTRODUCTION

Human Resources (HR) is one of the key elements in an organization, playing a strategic role in determining a company's success. Unlike other assets such as capital, technology, or infrastructure, HR has unique characteristics because it consists of individuals who possess the ability to think, innovate, and adapt. Therefore, HR is not only considered as task executors, but also as a driving factor that can provide a competitive advantage for the company. In the era of globalization and increasingly fierce competition, companies are required to be able to manage HR optimally. HR management encompasses not only recruitment and training, but also potential development, empowerment, and maintaining work morale so that employees can make their best contribution. Productive and competent HR not only improves individual performance but also impacts overall organizational performance. Employee performance is a key factor in determining an organization's success, particularly in the era of globalization and increasingly fierce competition.

Human resource management encompasses not only training but also potential development, empowerment, and maintaining work morale so that employees can make their best contributions. Productive and competent human resources not only improve individual performance but also impact the network. Employee performance is influenced by various factors, including competence, motivation, work environment, and leadership. Competence, which encompasses skills and knowledge, is a key factor in determining an employee's effectiveness in carrying out their duties. (Budiyanto & Mochklas, 2020) Employee performance is a function of the interaction between ability and motivation. In the study of worker or employee performance management, there are important considerations because an employee's individual performance in an organization is part of the organization's performance and can determine the organization's performance. The success or failure of an organization's employee performance will be influenced by the level of performance of both individual and group employees. Optimal employee performance will have a positive impact on the company, both in terms of productivity, efficiency, and competitiveness. Employees who work

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAW

Putria Zamharira Alisya et al

well will contribute to improving the quality of products and services, increasing customer satisfaction, and helping the company achieve its business targets. Through clear and open communication, employees can understand their duties, responsibilities, and the company's expectations regarding their performance. (Herlina 2022) Communication is defined as a process in which individuals attempt to share meaning through the transmission of symbolic messages. Communication can occur either directly or indirectly, utilizing various available communication media. Direct communication refers to communication that occurs without a mediator or intermediary, while indirect communication refers to the opposite. Communication also plays a role in supporting collaboration between employees, enabling the exchange of ideas and expediting problem-solving. With smooth communication, employees can more easily share information and find solutions together, thereby increasing work efficiency. Furthermore, open communication encourages constructive feedback, which can help employees develop their skills and improve their performance. Thus, good communication not only improves individual performance but also strengthens synergy within the organization, ultimately contributing to the achievement of goals.

One factor that influences the effectiveness of communication within an organization is employee work experience. Employees with more work experience tend to have a better understanding of business processes, organizational culture, and effective communication skills within the workplace. They are more skilled at conveying information, understanding instructions more quickly, and providing appropriate solutions in various situations. Furthermore, work experience also increases employee confidence in communicating with coworkers, superiors, and external parties. Conversely, employees with more work experience may face challenges in understanding the dynamics of organizational communication. (Ibrahim, 2020) "A person is said to be experienced or have experience in a job if the person concerned has experienced that job." Experience occurs when someone has been involved in a job for a long time, so they know the ins and outs and the best ways to produce goods or services. Therefore, continuously developing work experience not only enriches a person's technical skills but also strengthens their mentality and work motivation. With high self-efficacy, employees will be more confident, more productive, and more ready to collaborate and contribute to achieving organizational goals. This shows that building extensive work experience and supporting the growth of self-efficacy is an important strategy in creating a competent workforce.

Self-efficacy in the context of organizational communication refers to an individual's belief in their ability to communicate effectively in a work environment. Employees with less work experience often face challenges in understanding the dynamics of organizational communication, whether interacting with coworkers, conveying ideas, or adapting to the company's communication culture. If their self-efficacy is low, they tend to feel hesitant, reluctant to participate in team discussions, or even avoid interactions that could support their professional development. To address these challenges, companies need to provide various forms of support that can increase the self-efficacy of new employees. One key strategy is communication training, which not only equips them with effective communication skills but also provides opportunities to practice in a safe environment. Furthermore, mentoring plays a crucial role in building new employees' confidence. With guidance from more experienced employees, they can learn from real-world experiences, understand how to navigate various communication situations in the workplace, and receive constructive feedback to improve their skills. In addition to training and mentoring, companies also need to create more opportunities for interaction in various work forums, such as group discussions, cross-team projects, or brainstorming sessions.

These interactions allow new employees to hone their communication skills in a real-life work context, build stronger professional relationships, and increase their confidence in expressing opinions or contributing to decision-making. (Sunyoto, 2015) states that self-efficacy is essentially the result of a cognitive process in the form of decisions, beliefs, or expectations about the extent to which an individual estimates his or her ability to carry out certain tasks or actions required to achieve desired results. A phenomenon or problem that occurred at PT Ima Montaz Sejahtera, Lhokseumawe, was the performance gap among employees. Some employees showed excellent work results, while others appeared less productive despite being in similar positions and working conditions. This problem raises the suspicion that there are non-technical factors that influence employee performance outside the work system implemented by the company. One important factor that is often overlooked is self-efficacy or an individual's belief in their own abilities. In many studies, self-efficacy has been shown to be positively correlated with employee motivation, work enthusiasm, and perseverance in facing work challenges. However, it is not yet known for certain the extent to which self-efficacy plays a role in the work context at PT Ima Montaz Sejahtera.

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAW

Putria Zamharira Alisya et al

LITERATURE REVIEW

Previous Research			
No	Author/Year	Title	Results
1.	Mohammad Satria/2022	Yofi The Influence of Self-Efficacy on Employee Performance Through Motivation as a Mediating Variable In Jambi Province Communication and Informatics Service	The results of the study indicate that Self-Efficacy and Motivation can have a positive and significant influence on Employee Performance at the Jambi Province Communication and Informatics Office. Furthermore, Self-Efficacy can have a positive and significant influence on Employee Motivation at the Jambi Province Communication and Informatics Office. This study also found that Self-Efficacy can have a positive influence on Employee Performance at the Jambi Province Communication and Informatics Office through Employee Motivation.
2.	Agus Sanjaya/2021	The Influence of Self-Efficacy, Communication and Work Quality on Employee Job Satisfaction at Mitra 10 Waru Sisoarjo	This study examines the influence of self-efficacy, interpersonal relationships, and work quality on employee job satisfaction at Mitra 10, Waru, Sidoarjo. Using the entire employee population (56 people) as a sample, multiple linear regression analysis shows that all three independent variables have a significant influence on job satisfaction, both simultaneously and partially. The interpersonal relationship variable has a dominant influence compared to the other variables.
3.	Samsul Arifin, Dedit Darmawan/2022	A Study on Work Experience, Work Commitment, Organizational Support and Their Influence on Employee Performance	This study examines the influence of work experience, organizational commitment, and perceived organizational support on employee performance using a sample of 72 employees through multiple linear

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAW

Putria Zamharira Alisya et al

No	Author/Year	Title	Results
			regression analysis. The results indicate that these three variables have a significant influence, both partially and simultaneously, on employee performance.
4.	Syahdinar Rafli/2023	The Influence of Motivation, Self-Efficacy, and Work Discipline on Employee Performance.	This study examines the influence of motivation, self-efficacy, and work discipline on employee performance at the East Java Provincial Employee Organization Bureau using descriptive-quantitative methods and a sample of 43 employees. The results indicate that motivation and work discipline have a positive but insignificant effect on performance, while self-efficacy has a positive and significant effect.
5.	Andre Silvius Battua, Andi Heru Susanto/2022	The Influence of Self-Efficacy and Locus of Control on Intern Employee Performance	The results show that self-efficacy and locus of control partially and simultaneously have a significant influence on performance, with a joint contribution of 37.9% (R-squared). However, this study has limitations related to mobility during the pandemic and the limited scope of variables.
6.	Dewa ayu Nyoman oka Sulastri/ 2025	The Effect of Work Experience, Work Communication, and Self Efficacy on Employee Performance at The Royal Pita Maha Resort Ubud, Gianyar	The results of the study indicate that it works experience, work communication, and self-efficacy have a positive and significant impact on employee performance. Given these findings, resort management is encouraged to enhance aspects related to improving work experience, communication, and self-efficacy to optimize employee performance and overall service quality.

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAW

Putria Zamharira Alisya et al

No	Author/Year	Title	Results
7.	Luluk Herwana/2021	The Effect Of Self Efficacy, Communication, And Financial Compensation On Employee Performance	The results of this study indicate that: Self-efficacy and communication has a positive and significant effect on employee performance, while financial compensation is not significant to employee performance, this is proven by the output where the score value is greater.
8.	Waqas Zaki (2019)	Role of Self-Efficacy in the Relationship of Training and Employee Performance	Results of the study confirmed the proposed relationship with partial mediation. The findings of this study shed light on the role of self-efficacy in the performance enhancement of employees through training and development.
9.	Mieke Rahayu (2018)	Effects Of Self Efficacy, Job Satisfaction, Ans Work Culture Toward Performance Of Telemarketing Staff In Banking Sector	Results taken based on the structural model analysis that was measuring the influence of self efficacy against the t value. It is shown that the regression score of self efficacy on performance is The regression score of job satisfaction on performance is indicating that the self efficacy, job satisfaction and work culture has a positive and significant role that simultaneously affects the performance of telemarketing staff in banking sector in province of Jakarta.
10.	Andiri Nur Afifah (2023)	Job Satisfaction and Performance: The Impact of Interpersonal Communication, Placement and Self Efficacy	The results of the study indicate that self-efficacy and interpersonal communication have a significant influence on job satisfaction and performance. The importance

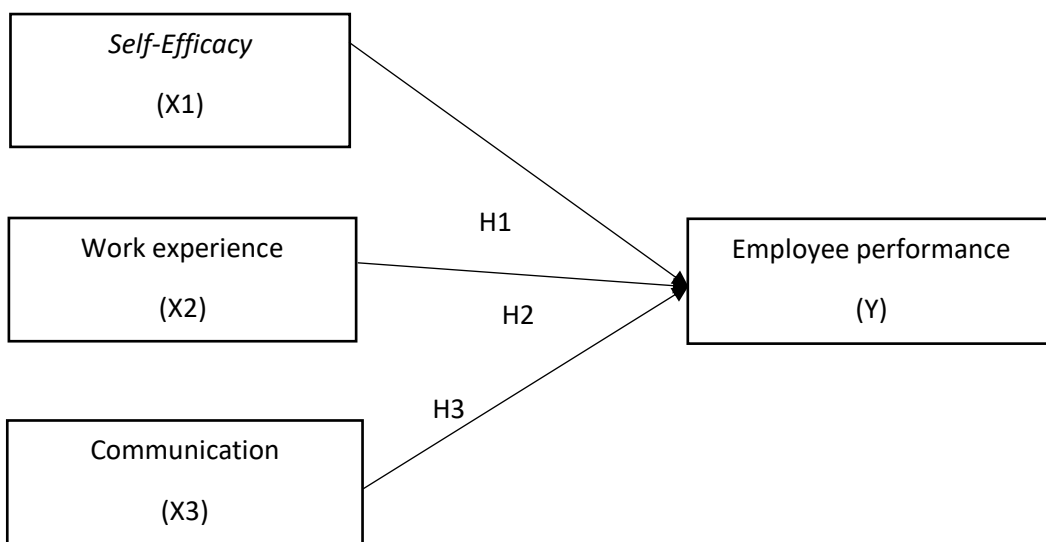
THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHKSEUMAW

Putria Zamharira Alisya et al

No	Author/Year	Title	Results
			of self-confidence and interpersonal communication in achieving employee job satisfaction to produce maximum performance.

2.6 Conceptual Framework

A conceptual framework is a diagram or chart that illustrates the relationship between dependent and independent variables in a study. According to Notoatmodjo (2018), a conceptual framework is a framework of relationships between concepts measured or observed in a study. A conceptual framework must demonstrate the relationships between the variables being studied. Based on the explanation above, the researcher illustrates the framework in a diagram as follows:



Picture 1 Conceptual Framework

Research Hypothesis

According to (Hipo, 2015) The hypothesis is stated in a declarative statement, not an interrogative sentence. This statement represents the researcher's perspective based on the results of the theoretical study used.

H1 : Self-efficacy has a partial influence on employee performance at PT Ima Montaz Sejahtera

H2: Work experience has a partial effect on employee performance at PT Ima Montaz Sejahtera

H3: Communication has a partial effect on employee performance at PT Ima Montaz Sejahtera

METHOD

Research Location and Object

The author conducted research at PT Ima Montaz Sejahtera, a company located in Lhokseumawe, Aceh. It is a mineral water producer in Indonesia with various sustainable initiatives in its operations. The study involved employees from various departments as respondents to provide an overview of the application of self-efficacy, work experience, and communication that support the creation of an environmentally oriented organizational culture. This study focused on analyzing the extent to which the application of self-efficacy, work experience, and communication affect employee performance.

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHKSEUMAW

Putria Zamharira Alisya et al

Population and Sample

(Imron, 2019) defines population as a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population of this study includes all employees working at PT Ima Montaz Sejahtera Lhokseumawe, from administrative managers and office management. This population was selected based on their participation in the application of self-efficacy, work experience and communication in the company environment, which impact employee performance both directly and indirectly. Employees are considered relevant as research objects because of their role in supporting, implementing, and feeling the effects of policies implemented by the company. By involving various levels of positions in the organization, this study is expected to gain more comprehensive insights into the influence of self-efficacy, work experience, and communication on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe.

Research Sample

(Sugiyono, 2019) states that a sample is a portion of the number and characteristics of a population. In this study, the author used a saturated sampling technique, meaning all members of the population were used as samples. The sample used in this study was all employees of PT Ima Montaz Sejahtera, Lhokseumawe. The total number of employees at PT Ima Montaz Sejahtera is 87 people.

Data source

In this study, the data sources used are primary and secondary data. Primary data are categories and collections of data collection forms used for both individual and group research, whether conducted individually or collectively. Secondary data, on the other hand, are data obtained indirectly to support primary data, such as journals, books, and scientific articles. In this study, the author used direct data from respondents using questionnaires that were given to respondents to obtain information.

RESULTS AND DISCUSSION

Validity Test Results

Table 1 Validity Test

Variables	Statement Items	R Table	R Count	Information
Self-Efficacy (X1)	X1.1	0.211	0.660	Valid
	X1.2	0.211	0.582	Valid
	X1.3	0.211	0.651	Valid
	X1.4	0.211	0.631	Valid
	X1.5	0.211	0.644	Valid
	X1.6	0.211	0.630	Valid
	X1.7	0.211	0.635	Valid
	X1.8	0.211	0.669	Valid
	X1.9	0.211	0.629	Valid
	X1.10	0.211	0.601	Valid
Work experience (X2)	X2.1	0.211	0.623	Valid
	X2.2	0.211	0.602	Valid
	X2.3	0.211	0.574	Valid
	X2.4	0.211	0.650	Valid
	X2.5	0.211	0.643	Valid
	X2.6	0.211	0.633	Valid
Communication (X3)	X3.1	0.211	0.651	Valid
	X3.2	0.211	0.618	Valid
	X3.3	0.211	0.625	Valid
	X3.4	0.211	0.625	Valid
	X3.5	0.211	0.604	Valid
	X3.6	0.211	0.613	Valid
Employee performance (Y)	Y.1	0.211	0.639	Valid
	Y.2	0.211	0.640	Valid
	Y.3	0.211	0.587	Valid

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAW

Putria Zamharira Alisya et al

Y.4	0.211	0.666	Valid
Y.5	0.211	0.607	Valid
Y.6	0.211	0.635	Valid
Y.7	0.211	0.611	Valid
Y.8	0.211	0.592	Valid

Source: Processed Data, 2025

Reliability Test Results

Table 2 Reliability Test Results

Instrument	N of Item	Reliability (Alpha)	Information
Self-Efficacy (X1)	10	0.831	Reliable
Work Experience (X2)	6	0.674	Reliable
Communication (X3)	6	0.679	Reliable
Employee Performance (Y)	8	0.771	Reliable

Source: Processed Data (2025)

The table above shows that the alpha values for all variables are quite high, exceeding 0.60. Therefore, it can be concluded that all questionnaire instruments for each variable in this study are reliable because the alpha values exceed the required 0.60.

Normality Test Results

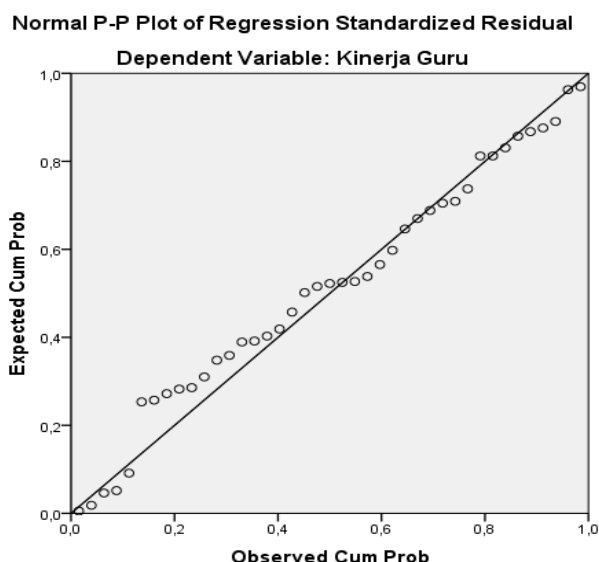


Figure 2 Normality Test
Source: SPSS Output, 2025

The figure shows that the data is spread around the diagonal line and follows the direction of the diagonal line. Therefore, it can be concluded that the data is normally distributed.

Multicollinearity Test Results

Table 3 Multicollinearity Test

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Self-Efficacy	,938	1,066
	Work experience	,904	1,106
	Communication	,946	1,057

a. Dependent Variable: Employee Performance

Source: SPSS Output, 2025

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAW

Putria Zamharira Alisya et al

Based on the table above, it can be seen that the tolerance value (T) >0.1 or VIF value <5 and Self Efficacy variable (X1) has a VIF value of 1.066 <5, Work Experience variable (X2) has a VIF of 1.106 <5 and Communication variable (X3) has a VIF of 1.057 <5. This shows that there is no multicollinearity between the independent variables. It can be said that the data in this study will provide different results for each independent variable..

Heteroscedasticity Test Results

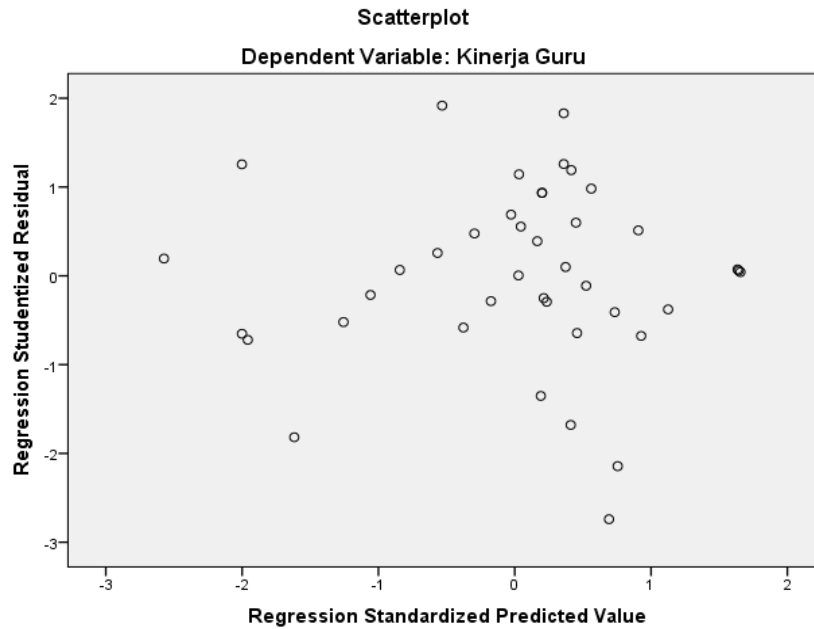


Figure 3 Scatterplot

Source: SPSS Output, 2025

Based on the scatterplot graph, it can be seen that the points are spread randomly, not forming a clear pattern. spread both above and below zero on the Y axis. It can be concluded that each variable does not contain heteroscedasticity in the regression model.

Results of Multiple Linear Regression Analysis

Table 4 Multiple Regression Analysis

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	10,109	5,453		1,854	,067
	Self-Efficacy	,333	,082	,403	4,063	,000
	Work experience	,229	,154	,150	1,489	,140
	Communication	,125	,145	,085	,858	,393

a. Dependent Variable: Employee Performance

Source: SPSS Output, 2025

Based on the results of data processing which can be seen in the form standardized from the regression equation as follows:

$$Y = a + b1.X1 + b2X2 + b3X3$$

So the equation becomes:

$$Y = 10,109 + 0.333 X1 + 0.229 X2 + 0.125 X3$$

The multiple regression equation above can be explained as follows:

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAW

Putria Zamharira Alisya et al

- Constant (a) = 10.109 this shows a constant value, where if the variable Self Efficacy (X1), Work Experience (X2) and Communication(X3) has a value of 0. Then the Employee Performance value will also increase by 10.109.
- The regression coefficient of Self Efficacy (b1) = 0.333. This shows that if there is an increase in Self Efficacy by one unit, then Employee Performance will also increase by 0.333.
- The regression coefficient of the work experience variable (b2) = 0.229. This shows that if there is an increase in work experience by one unit, employee performance will also increase by 0.229.
- The regression coefficient of the Communication variable (b3) = 0.125. This shows that if there is an increase in Communication by one unit, Employee Performance will also increase by 0.125.

Simultaneous Test Results (F Test)

Table 5 Simultaneous Test

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	258,890	3	86,297	8,491	,000b
	Residual	843,547	83	10,163		
	Total	1102,437	86			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Communication, Self-Efficacy, Work Experience

Source: SPSS Output, 2025

Based on the test results in the table above, it is known that the F-count value of 8.491 is greater than the F-table value of 2.71, and the significance value of 0.000 is smaller than 0.05. Thus, it can be concluded that the variables of Self-Efficacy, Work Experience, and Communication simultaneously have a significant effect on Employee Performance at PT Ima Montaz Sejahtera Lhokseumawe.

Results of the Coefficient of Determination (R2) Test

Table 6 Test of Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,485a	,235	,207	3,188

a. Predictors: (Constant), Communication, Self-Efficacy, Work Experience
 b. Dependent Variable: Employee Performance

Source: SPSS Output, 2025

Based on the table above, it is known that the correlation coefficient (R) value is 0.485, which indicates that there is a strong relationship between the variables of Self-Efficacy, Work Experience, and Communication on Employee Performance. Meanwhile, the coefficient of determination (R Square) value is 0.235 or 23.5%, which means that 23.5% of the variation that occurs in the Employee Performance variable can be explained by the variables of Self-Efficacy, Work Experience, and Communication. The remaining 76.5% is explained by other variables outside this research model.

Discussion

The Influence of Self-Efficacy on Employee Performance at PT Ima Montaz Sejahtera, Lhokseumawe

Based on the partial test results, it shows that the t count for the training variable is 4.063 > ttable 1.989, meaning the first hypothesis is accepted. Therefore, it can be concluded that the Self-Efficacy variable has a significant effect on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe. These results indicate that Self-Efficacy has a significant influence on improving employee performance. This means that the higher the level

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHKSEUMAW

Putria Zamharira Alisya et al

of employee self-confidence in their abilities, the better their performance in carrying out tasks and responsibilities at work. Self-Efficacy acts as an internal factor that encourages employees to complete work effectively, face challenges with more confidence, and be more persistent in achieving targets. Therefore, companies need to encourage increased Self-Efficacy through training, psychological support, and the creation of a positive work environment to support the achievement of optimal performance. The results of this study are in line with research conducted by Mohammad Yofi Satria (2022) that Self-Efficacy and Motivation can have a positive and significant effect on Employee Performance at the Jambi Province Communication and Informatics Office. Then, Self-Efficacy can have a positive and significant effect on Employee Motivation at the Jambi Province Communication and Informatics Office. This study also found that Self Efficacy can have a positive effect on Employee Performance at the Jambi Province Communication and Informatics Office through Employee Motivation. The results of this study are in line with research conducted by Khaerana (2020). From the results of the t-test analysis, the calculated t value ($4.233 > t$ table 1.706) and a significance value of $0.000 < 0.05$, so it can be concluded that Self Efficacy has a positive and significant effect on employee performance at the Secretariat of the Regional General Election Commission (KPU Daerah) of East Luwu Regency. The higher the self-efficacy an employee has, the more their performance will improve.

The Influence of Work Experience on Employee Performance at PT Ima Montaz Sejahtera, Lhokseumawe

Based on the results of the partial test, it shows that the t count for the variable Work Experience is equal to $1.489 < t$ table 1.989 , with a significance value of $0.140 > 0.05$, so the second hypothesis is rejected in the work environment of PT Ima Montaz Sejahtera Lhokseumawe. These results indicate that the work experience possessed by employees has not been directly able to significantly improve their performance. Although work experience is often considered an important asset in supporting productivity and efficiency, if it is not accompanied by increased competence, adaptability, and understanding of technological developments and work systems that are constantly changing, then work experience does not have a real impact on performance. Therefore, work experience needs to be combined with continuous learning and skill updates to make a more meaningful contribution to employee performance achievement. The results of this study are in line with research conducted by Samsul Arifin, Didit Darmawan (2022) that this study examines the effect of work experience, organizational commitment, and perceived organizational support on employee performance using a sample of 72 employees through multiple linear regression analysis. The results of the study show that these three variables have a significant influence, both partially and simultaneously, on employee performance. The results of this study are in line with research conducted by Wungow Raymond Octavianus (2018) which showed that work experience and job training have a significant effect on employee performance. Based on the determination coefficient test, training and compensation have an influence of 63.9% on employee performance. Suggestions for PT. Telkom Indonesia Manado branch should be able to improve the quality standards of employee performance so that the service provided to consumers is satisfactory and accepted.

The Influence of Communication on Employee Performance at PT Ima Montaz Sejahtera, Lhokseumawe

Based on the results of the partial test, it shows that the t count for the communication variable is $0.858 < t$ table 1.989 , with a significance value of $0.393 > 0.05$, so the third hypothesis is rejected in the work environment of PT Ima Montaz Sejahtera Lhokseumawe. These results indicate that communication that occurs in the work environment has not been able to directly improve employee performance significantly. Although communication is an important element in coordination, collaboration, and information delivery, if it is not carried out effectively, openly, and two-way, then the communication does not have a real impact on improving performance. Lack of clarity of messages, obstacles in conveying information, or minimal feedback can hinder task understanding and the achievement of shared goals. Therefore, efforts are needed to build a more open, transparent, and responsive communication pattern in order to provide a more optimal contribution to employee performance. The results of this study are in line with research conducted by Dewa Ayu Nyoman Oka Sulastri (2025). The results of the study showed that work experience, work communication, and self-efficacy have a positive and significant influence on employee performance. Based on these findings, resort management is encouraged to improve aspects related to improving work experience, communication, and self-efficacy to optimize employee performance. The results of this study align with research conducted by Widya Nawang Palupi (2023). The results showed that communication is closely related to employee performance. Good communication significantly impacts employee performance. Communication is fundamentally essential for any activity, and good communication can motivate employees to improve their performance and morale.

CONCLUSION

This study aims to determine the influence of self-efficacy, work experience, and communication on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe. Based on the results of data analysis conducted using a quantitative approach and statistical data processing through multiple linear regression methods, several important conclusions were obtained as follows:

1. Self-efficacy has a positive and significant effect on employee performance.
This means that the higher an individual's confidence in their ability to complete a task, the higher the quality of their performance. Employees with high self-efficacy tend to be more willing to take initiative, are more confident in facing work challenges, and are more resilient when faced with difficulties. This supports Bandura's theory that self-efficacy is a crucial factor in determining an individual's work behavior.
2. Work experience has a positive and significant effect on employee performance.
The research results show that work experience significantly influences employee performance. This finding indicates that length of service is certainly a major factor in determining an individual's performance level. Therefore, work experience still holds some value, and in this context, its impact on improving performance is evident.
3. Communication has a positive and significant impact on employee performance.
The study also found that communication has a significant influence on employee performance. This means that communication within the work environment directly impacts performance improvement. This may indicate that communication effectiveness still needs to be improved to contribute more optimally to performance achievement. Therefore, it is important to ensure that the communication process is open, two-way, and on-target. Overall, the results of the study indicate that the three independent variables—self-efficacy, work experience, and communication—simultaneously have a positive and significant influence on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe. Therefore, continuous improvement of these three factors will positively impact the company's productivity and success.

REFERENCES

- Africa, S. (2011). komunikasi. *Komunikasi*, 66(July), 6–17.
- Agustika, N. D. (2023). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Masa Pandemi Covid-19 (Studi Kasus Pada Kfc Bintaro Sektor Sembilan) Skripsi (Vol. 19).
- Area, U. M. (2019). Kerja Terhadap Kinerja Karyawan Pt . New Pelangi Service Medan Skripsi Oleh : Reni Yunita Fakultas Ekonomi & Bisnis Universitas Medan Area Medan.
- Beno, J., Silen, A. ., & Yanti, M. (2022a). PENGARUH BEBAN KERJA TERHADAP KINERJA KARYAWAN PADA PT ARISTA AUTO PRIMA PEKANBARU Diajukan. *Braz Dent J.*, 33(1), 1–12.
- Beno, J., Silen, A. ., & Yanti, M. (2022b). PENGARUH SELF-EFFICACY TERHADAP HASIL BELAJAR MATEMATIKA MELALUI SOAL TES BERSTANDAR HOTS PADA SISWA SMKN 1 NGASEM KELAS XI TAHUN 2021/2022. *Braz Dent J.*, 33(1), 1–12.
- Boleng, A. (2022). Pengaruh komunikasi dan pelatihan terhadap produktivitas kerja pegawai pada PT. Pegadaian Kanwil Medan. Doctoral Dissertation, UNIVERSITAS QUALITY), 01, 1–23.
- Budiyanto, E., & Mochklas, M. (2020). Kinerja Karyawan Ditinjau dari Aspek Gaya Kepemimpinan Budaya Organisasi dan Motivasi Kerja. In *Evaluasi Kinerja SDM*.
- Erwinda. (2015). Pengaruh Komunikasi Terhadap Kinerja Karyawan Pada PT.Bank Central Asia,tbk Kantor Wilayah V Medan. 1–60.
- Fish, B. (2020). PENGARUH SELF EFFICACY DAN LOCUS OF CONTROL TERHADAP KINERJA KARYAWAN PT PLN (PERSERO) UP2D RIAU. 2507(February), 1–9.
- Fitriana, R. (2014). KINERJA KARYAWAN PT SUMBER PANGAN GISINDO YOGYAKARTA DALAM PENDISTRIBUSIAN PRODUK. *Procedia Manufacturing*, 1(22 Jan), 1–17.
- Foster, B. (2020). Tim Penyusun Kamus Pusat Bahasa, Kamus Besar Bahasa Indonesia Edisi 3, (Jakarta:Balai Pustaka, 2002) . , 835. 18. 18–34.
- Handoko, H. T. (2021). Faktor-Faktor Pengalaman. 1–23.
- Herald, & Howes. (2012). Emotional Intelligence (terjemahan)efikasi diri. Jakata : PT. Gramedia Pustaka, 8–22.
- Herlina, S., & . (2022). Pengantar Ilmu Komunikasi. In *Pengantar Ilmu Komunikasi*.
- Hidayat, R. (2020). Komunikasi Organisasi Antara Guru Dan Siswa Dalam Meningkatkan Motivasi Belajar Di Sdn Mawar 6 Banjarmasin. Skripsi, 1–78. https://eprints.uniska-bjm.ac.id/4057/1/SKRIPSI_Rizkyan_Hidayat-

THE EFFECT OF SELF-EFFICACY, WORK EXPERIENCE, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHKSEUMAW

Putria Zamharira Alisya et al

converted.pdf

- Hilmi, R. Z., Hurriyati, R., & Lisnawati. (2018). DIMENSI-DIMENSI KOMUNIKASI ORGANISASI PADA FORUM PENGEMBANGAN KAMPOENG BATIK LAWEYAN. 3(2), 91–102.
- Hipo, S. (2015). Ragam Dan Prosedur Tindakan Penelitian. *Ragam Dan Prosedur Tindakan Penelitian*, 49–56.
- Ibrahim, A. (2020). Pengaruh Pengalaman Kerja Dan Pelatihan Terhadap Kinerja Karyawan Dan Dampaknya Terhadap Produktivitas Kerja (Studi Kasus Pada Sektor Usaha Kedai Kopi Di Wilayah Cibubur Dan Sekitarnya). *Laboratorium Penelitian Dan Pengembangan FARMAKA TROPIS Fakultas Farmasi Universitas Mualawarman, Samarinda, Kalimantan Timur*, April, 5–24.
- Imron, I. (2019). Analisa Pengaruh Kualitas Produk Terhadap Kepuasan Konsumen Menggunakan Metode Kuantitatif Pada CV. Meubele Berkah Tangerang. *Indonesian Journal on Software Engineering (IJSE)*, 5(1), 19–28. <https://doi.org/10.31294/ijse.v5i1.5861>
- JASMINE, K. (2014a). KAJIAN PUSTAKA 2.1. Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu, 12–45.
- JASMINE, K. (2014b). PENGARUH PENGALAMAN KERJA, PENGETAHUAN DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PT. LAOT BANGKO KEC. PENANGGALAN KOTA SUBULUSSALAM. In *Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu*.
- Kasmiasi. (2022). Level Self Efficacy dan Kreativitas Peserta Didik dalam Menyelesaikan Masalah Program Linear Pada Kelas XI MIPA 1 di SMA Negeri 5 Soppeng. *Jurnal Ilmu Pendidikan*, 7(2), 809–820.
- Laily, N., & Wahyuni, D. urip. (2018). Efikasi Diri dan Perilaku Inovasi. www.indomediapustaka.com
- Mardiyah, A. (2022). Pengaruh Self Efficacy Terhadap Hasil Belajar IPA Peserta Didik Kelas VI MIN 14 Al-Azhar Asy-Syarif Indonesia. In *Skripsi*.
- Nikmatuzaroh. (2019). Pengaruh Pengalaman Kerja, Pelatihan dan Fasilitas Kerja Terhadap Kinerja Karyawan pada PT. Labersa Hutahean Riau Fantasi Water Park, Pekanbaru. *Pengaruh Pengalaman Kerja*.
- Palembang, U., & Ekonomi, F. (2021). *Pt Ulima Nitra*.
- Priyatmono, U. (2017). Pengaruh Motivasi Kerja, Fasilitas Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Bagian Line Leavis Di Pt Kharisma Buana Jaya. *Journal Universitas Negeri Semarang*, 179.
- Rahmatullah, G. (2022). Pengaruh Self Efficacy dan Motivasi Kerja Karyawan pada PT Asuransi Umum Bumi Putera. *Skripsi*, 1–150. <https://repository.uir.ac.id/14535/1/175210685.pdf>
- Ratnasari, H. (2018). Hubungan Efikasi Diri (Self Efficacy) dengan Kinerja Karyawan pada PT. Metraplaza *Skripsi* Dibuat Oleh : Hani Ratnasari Bogor Juni 2018. *Skripsi*, 1–142.
- Rodríguez, Velastequí, M. (2019). PERAN KOMUNIKASI ORGANISASI DALAM PROSES KADERISASI ANGGOTA UKM HINDU UNIVERSITAS LAMPUNG. 1–23.
- Rosad, S. (2020). Pengaruh Komunikasi Terhadap Kinerja Karyawan Pada PT. Indah Logistik Pekanbaru. *Rosad,Suparyanto*, 5(3), 248–253.
- Saputro, D. E. Y. (2021). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan (Pns)(Studi Pada Dinas Kepemudaan Olahraga Dan Pariwisata *Jurnal Ekonomi Bisnis Dan Manajemen*, 7–33. <http://repository.stiedewantara.ac.id/id/eprint/1850>
- Setiawan. (2014). Pengaruh Pengalaman Kerja dan Disiplin Kerja Terhadap Prestasi Kerja Karyawan Asuransi Bersama Bumiputera 1912 Kantor Cabang Asuransi. *Perpustakaan Universitas Negeri Surabaya*, 6–33.
- Sukinah. (2015). Pengaruh Kinerja Karyawan terhadap Kepuasan Nasabah Koperasi Syari'ah Muhammadiyah Kota Kediri. 13–33.
- Sunyoto, D. (2015). *Penelitian Sumber Daya Manusia*. 2(2), 61–67.
- Susanti, N. (2022). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Napolly Sentul Bogor. 106. <https://eprints.unpak.ac.id/5401/>
- Ummah, M. S. (2019). PENGARUH KOMUNIKASI, DISIPLIN KERJA, DAN PENGAWASAN KERJA TERHADAP KINERJA KARYAWAN PT PRIMA USAHA ERA MANDIRI DI SURABAYA. In *Sustainability (Switzerland) (Vol. 11, Issue 1)*. http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_SISTEM_PEMBETUNGAN_TERPUSAT_STRATEGI_MELESTARI
- Zaini Miftach. (2018). Hubungan Kecerdasan Spiritual Dengan Kinerja Karyawan RSIA Eria Bunda Pekanbaru. 1993, 53–54.