

Communication, Work Stress and Its Influence on Employee Performance

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ABSTRACT

This study aims to determine how employees' performance at the Langsa Customs Office is impacted by workplace stress and communication. This study employed a quantitative associative technique with a saturated sample of forty employees. Data was collected through interviews, observations, and questionnaires. The analysis employed multiple linear regression, the t-test, the F-test, and the coefficient of determination (R²). The results demonstrate that communication has a positive and significant impact on employee performance, whereas job stress has a negative but significant effect. Employees' performance is also significantly impacted by workplace stress and communication. The study

emphasizes the significance of improving communication quality and managing work stress to enhance employee effectiveness and productivity.

A. INTRODUCTION

The role of the government in development is increasingly demanded in order to be able to improve performance in serving the community in an excellent manner (service excellence). Various changes continue to take place in line with the change in socio-economic paradigm. To form performance and service excellence where government apparatus continues to improve themselves to be able to meet various demands of the community, among the demands that are always discussed are the government's fair, honest and quick attitude (Albalawi et al., 2019) responses to various problems that arise, especially in the business chain. Every government agency needs skilled and knowledgeable human resources (Abdirahman et al., 2020). Employee performance is one of the main benchmarks to determine how well laws and regulations are complied with when carrying out duties and obligations. Employee performance has a direct impact on state revenue, supervision, and service effectiveness in public agencies such as Langsa Customs. Therefore, the main goal of transparent and accountable governance improvement initiatives is to improve employee performance.

The quantity and quality of work produced by employees in carrying out their duties is reflected in employee performance. The achievement of organizational goals will be driven by high-performing employees, which will also improve the agency's reputation in the eyes of the public. However, in practice, there is still a phenomenon of declining work effectiveness caused by a number of internal variables, including poor communication and excessive stress levels in the workplace (Dorta-Afonso et al., 2021). These two factors have the potential to reduce enthusiasm, coordination, and accuracy in carrying out tasks in the work environment (Indrasnia and Almaidah, 2024).

The Langsa Customs Office is under the Directorate General of Customs and Excise, a vertical organization that provides supervision and services related to customs and excise. In carrying out their duties, employees are required to work disciplined, quickly, and accurately according to procedures. However, the fact is still found where some employees face obstacles in communicating with each other which causes delays in completing documents



and miscommunication in the implementation of tasks. This condition shows that the effectiveness of communication in the work environment still needs to be strengthened.

Building strong and productive business partnerships requires effective communication. Information can be clearly communicated through good communication, work orders can be understood precisely, and coordination between divisions runs more smoothly. However, the results of the observation show that there is a tendency of one-way communication styles from superiors to subordinates, which makes some employees reluctant to convey opinions or suggestions. This communication barrier can reduce employee involvement in decision-making and reduce the sense of belonging to the organization.

In addition to communication, work stress has a big impact on the performance of Langsa Customs staff. Work stress occurs when a person's workload is too heavy to handle or when they have a lot of responsibilities and time constraints. Informal interviews with a number of employees show that some of them feel exhausted by the heavy administrative burden and pressure to complete tasks quickly. Inadequate stress management can interfere with focus, lead to emotional exhaustion, and ultimately degrade the quality of work.

A work environment that demands precision and high responsibility for the flow in and out of imported and export goods makes employees vulnerable to psychological pressure. Erratic working hours, high professional demands, and rapid policy changes can magnify stress levels. This phenomenon can be seen from the increase in employee complaints about busy work schedules and lack of rest time. If this condition continues without good stress management efforts, employee performance can decline and have an impact on the overall performance of the organization.

Communication and work stress have a close relationship in determining employee performance. When communication goes well, workloads can be coordinated more effectively so that work stress can be suppressed. Conversely, poor communication can lead to misunderstandings and increase psychological distress in the workplace. To improve the performance of staff at the Langsa Customs Office, these two elements must be considered simultaneously.

Based on field findings, it can be said that poor performance is the result of ongoing internal communication barriers and increased work pressure. To improve organizational performance, this issue needs to be studied scientifically. Therefore, the purpose of this study is to determine how the performance of employees at the Langsa Customs Office is affected by communication and work stress. Management can use these findings as a guide to develop future HR policies.

B. THEORETICAL STUDY

Communication

The act of communicating ideas, information, or communication between two people with the aim of reaching a common understanding is called communication. Effective communication, according to Robbins and Judge (2018), occurs when the sender's message is received and understood according to its purpose. Communication in an organization is an important element that connects all parts so that common goals can be achieved properly.

Safarini and Asih (2020) stated that leaders must be able to evaluate performance accurately and convey it clearly to subordinates. Good communication allows employees to understand tasks, know performance standards, and increase motivation to correct shortcomings. Conversely, poor communication can lead to misunderstandings, hinder the achievement of goals, lower performance, and even trigger conflicts within the organization. Thus, communication skills are fundamental in maintaining work effectiveness and relationships between employees.

According to Nisa, et al. (2019), indicators of communication effectiveness can be measured through message clarity, speed of delivery, openness, feedback, and listening ability. In the context of government agencies such as the Langsa Customs Office, communication plays an important role in ensuring policy implementation, division of duties, and coordination between departments runs in harmony.

Employees can exchange information freely in an open workplace if there is effective communication. On the other hand, rigid and one-way communication tends to alienate superiors and subordinates, hinder teamwork, and lower work motivation. Therefore, according to Safarini and Asih (2020), effective communication is expected to increase work effectiveness and overall employee performance.

Work Stress

A person's physiological and psychological response that can exert pressure or demands in the workplace beyond their coping capacity is known as work stress. According to Wardani and Yohanes (2022), work stress is a situation where workers feel pressure that impacts their physical, mental, and emotional health. According to Steven and Prasetyo (2021), excessive workload, Inadequate supervision, Tight work schedules, hostile workplaces, distractions during work, and differences in management and employee assessments, can all contribute to work stress.

According to Steven and Prasetyo (2021), perceived excessive workload, lack of supervision, overly strict working hours, poor work atmosphere, work disputes, and differences in judgment between management and employees are factors that contribute to work stress.

Physical or physiological problems, discomfort, work pressure, permits and obligations, and workload are markers of work stress, according to Buulolo et al. (2021). At the Langsa Customs office, work stress often arises due to high administrative burdens, erratic working hours, and great responsibilities for trade security and order.

Employee Performance

Employee performance refers to the results that a person achieves when carrying out his activities in accordance with the obligations given. Performance, according to Sinambela (2018), is a change in the quantity and quality of work produced by a person when carrying out tasks in accordance with applicable norms. Panjaitan and Siregar (2022) state that work-related actions determine an employee's performance and the impact of certain people, such as managers or supervisors and supporters of the organization.

Performance is an important measure to assess the effectiveness of an organization, especially in government institutions that are oriented towards public services. High-performing employees demonstrate a strong attitude of discipline, responsibility, and dedication to work. Other skills and talents, knowledge, work goals, personality, work motivation, leadership, leadership style, organizational culture, work happiness, work environment, loyalty, dedication, and work discipline are all elements that affect performance, according to Deviyana et al. (2023).

Koto et al. (2024) include independence, quality, quantity, and timeliness as performance measures. The performance of employees at the Langsa Customs Office is evaluated based on accuracy in carrying out service and supervision duties, in addition to administrative productivity. Effectiveness in carrying out customs duties and carrying out duties professionally and responsibly is shown by good performance.

Intervariable Relationships

Because it facilitates employee coordination, direction, and collaboration, communication has a high correlation with employee performance. Reducing misunderstandings with a deep understanding of duties and obligations, and increasing the drive to achieve goals, are all made possible by effective communication. According to a study by Suhendro et al. (2022), effective communication improves task clarity and motivates employees to work well and efficiently. However, poor communication often results in misunderstandings, decreased coordination, and negatively impacts organizational performance.

Employee performance is also strongly correlated with work stress. While high stress levels actually reduce productivity because employees lose focus, are less conscientious,

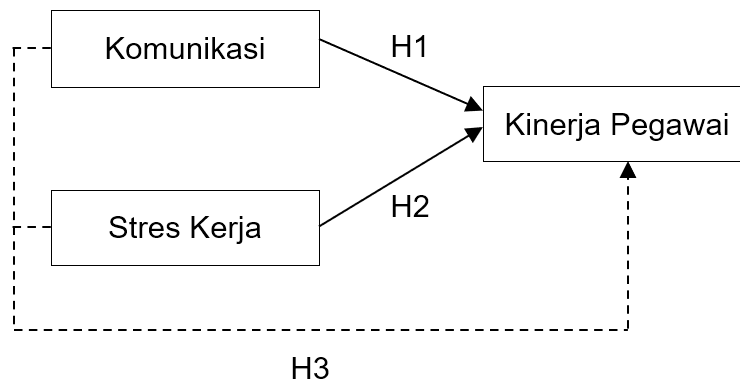


and are more likely to make mistakes, low stress levels encourage employees to work more carefully and disciplined. According to research by Setianingsih et al. (2019), job satisfaction and work stress that are managed well have a positive impact on employee performance. highlighting how important stress management is in influencing work productivity.

These results are consistent with previous studies. Yulianto and Bachtiar (2024) found that employee performance at PT Intan Giri Abadi, Jakarta While Natania and Sugandha (2024) found that employee performance was positively and significantly influenced by conflict, communication, and stress at work, the South was positively and significantly influenced by these factors at PT Elegance Automobile. In general, our results support the idea that work stress and communication are significantly interrelated elements that affect employee performance; Therefore, increasing organizational effectiveness requires managing these two variables as best as possible.

Frame of Mind

Konsep penelitian ini didasarkan pada gagasan bahwa komunikasi yang baik dan Kinerja karyawan akan meningkat ketika stres di tempat kerja berkurang. Komunikasi yang efektif memudahkan pekerja untuk berkoordinasi dan memahami satu sama lain, sehingga memungkinkan penyelesaian pekerjaan dengan cepat. Di sisi lain, stres kerja yang berlebihan cenderung menurunkan motivasi dan fokus karyawan, yang berdampak buruk pada kinerja. Berikut penjelasan kontekstual tentang hubungan antar variabel:



Research outline drawings

Hipotesis

H₁: At the Langsa Customs Office, the performance of employees (Y) is positively and significantly affected by communication (X₁).

H₂: The performance of employees (Y) at the Langsa Customs Office is negatively and significantly affected by work stress (X₂).

H₃: At the Langsa Customs Office, employee performance (Y) is significantly affected by work stress (X₂) and communication (X₁).

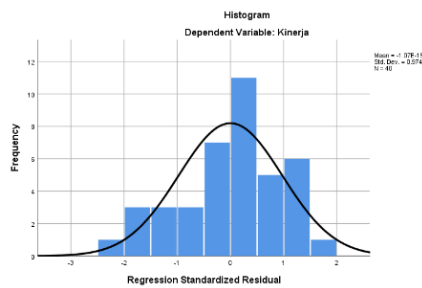
C. RESEARCH METHODS

The Langsa Type C Customs and Excise Supervision and Service Office, located on Jalan Cut Nyak Dien Gampong Jawa, Langsa City No. 16, is where this research was conducted, in the period from October 2024 to August 2025. This study used a quantitative associative method to find out how work stress (X₂) and communication (X₁) affect employee performance (Y). In addition to secondary sources, questionnaires, interviews, and observations were also used to collect information from forty active respondents. The analysis was performed using t-test, F-test, validity, reliability, and traditional assumption test in multiple linear regression R² to assess partial and simultaneous influences.

D. RESULTS AND DISCUSSION

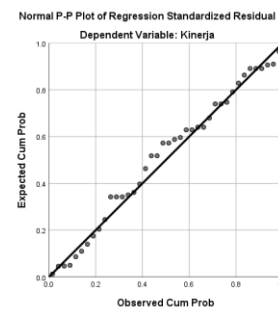
Research Results

Normality Test



Graph Histogram

Source: Data processed, (2025)

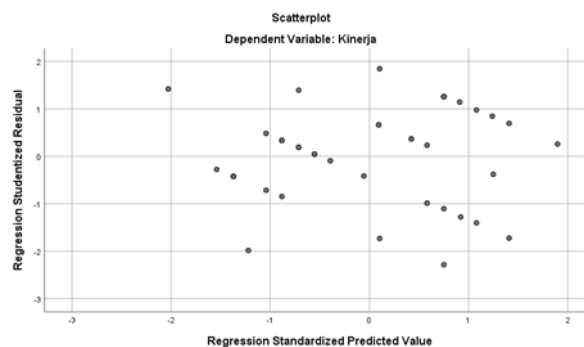


Graphic P-Plot

Source: Data processed, (2025)

The data in the image above is distributed regularly, according to the results of the normality test. The histogram graph shows a symmetrical bell-shaped pattern, however, on the Normal P-P Plot graph, the remaining dots follow the direction of the diagonal line and are scattered around it. This suggests that the remaining data meet the normality limits of the regression model and are distributed regularly.

Heteroscedasticity test



Scatterplot Graphic Images

Source: Data processed, (2025)

The scatter chart shows that the regression model is not appropriate because the distributed points do not show a specific pattern indicating heteroscedasticity.

Multicollinearity test

Multicollinearity Test Table

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Communication	.978	1.022
Work Stress	.978	1.022

Source: Data processed, (2025)

Based on the previous table, Each variable has a tolerance value of 0.978 and a VIF value of 1.022. It can be concluded that there is no evidence of multicollinearity between independent variables in the regression model because the tolerance value is greater than 0.10 and the VIF is less than 10.



Multiple linear regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.805	.690		5.515	.000
	Communication	.455	.121	.468	3.764	.001
	Work Stress	-.307	.094	-.406	-3.262	.002

Source: Data processed, (2025)

Based on the results of regression analysis, employee performance was positively influenced by communication and negatively by work stress ($Y = 3.805 + 0.455X_1 - 0.307X_2$). Employee performance will increase by 3.805 if both independent variables remain the same, corresponding to a constant value of 3.805. Therefore, although increased work stress decreases employee performance, better communication can increase production at the Langsa Customs Office.

T-test (partial)

The communication variable has a calculated t-value of 3.764 > t table 1.68, this shows that communication has a positive and significant influence on employee performance, while the t-value of -3.262 > t table 1.68 shows that work stress has a negative and significant influence on employee performance at the Langsa Customs Office, according to the results of the t-test conducted based on the data obtained in table 2.

F test (simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.357	2	.678	14.515	.000 ^p
	Residual	1.729	37	.047		
	Total	3.086	39			

Source: Data processed (2025)

The accepted hypothesis This shows that the significance level is 0.000 < 0.05 based on the previous table. Therefore, it can be said that the performance of employees at the Langsa Customs Office is significantly influenced by communication and work stress.

Coefficient of Determination

Model	R	R square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.663 ^a	.440	.409	.216	1.879

Source: Data processed (2025)

The determination coefficient test resulted in an R Square value of 0.440 which showed that communication and work stress factors contributed 44% to the variation in employee performance, while the remaining 56% were additional factors outside the scope of this study.

Discussion

The performance of personnel at the Langsa Customs Office was positively and significantly influenced by communication, according to the findings of the partial trial. This happens because good communication allows the creation of clear and specific instructions,

It helps workers in understanding their roles and obligations. Improved departmental coordination, errors in the execution of tasks can be minimized, and work completion can be done on time. In addition, open communication increases a sense of engagement and encourages employees to actively share ideas, solve problems, and exchange information giving people a sense of ownership towards their business and work. These findings are in line with research by Suhendro et al. (2022) which states that efficient and effective communication improves task clarity and motivates employees to achieve goals, both of which have a positive impact on overall performance.

On the other hand, employee performance is negatively but significantly affected by work-related stress. Employees who are under high stress may experience physical and mental fatigue, loss of focus and attention, and make mistakes more often. Employees who face excessive pressure tend to experience decreased morale, lack of initiative, and reduced active participation in coordination with colleagues. This condition causes productivity to decrease and can slow down the completion of administrative and operational work. This finding contradicts the study of Yulianto and Bachtiar (2024) which proves that work stress improves performance, this is a consequence of variations in work characteristics. Excessive stress can be a major obstacle to employee performance at the Langsa Customs Office because the work there demands a high level of accuracy.

The performance of employees at the Langsa Customs Office is proven to be greatly influenced by communication and work stress. This significant influence arises because the two variables are interrelated in determining work effectiveness; Good communication facilitates coordination, speeds up task completion, and reduces the risk of miscommunication, while uncontrolled work stress can reduce productivity and the quality of work results. The combination of these two elements implies that while good communication can improve performance, if stress is not properly controlled, it can undermine those benefits. These results are consistent with the study of Setianingsih et al. (2019), which showed that various psychological elements in the workplace have a substantial influence on employee performance, emphasizing the need for stress management and communication at the same time to achieve optimal performance.

E. CONCLUSION AND SUGGESTIONS

Conclusion

The findings of this study support the idea that employee performance at the Langsa Customs Office is positively and significantly influenced by communication. To ensure timely and accurate completion of work, effective communication facilitates employees' understanding of instructions, enhances cooperation between departments, and encourages active engagement in the execution of work. On the other hand, excessive levels of stress at work lead to burnout, decreased attention, and an increased risk of errors when performing tasks, all of which have a detrimental but considerable impact on performance. Employee performance has been shown to be significantly influenced by communication and work stress simultaneously, showing that controlling these two variables simultaneously is essential to achieve maximum productivity and work effectiveness at the Langsa Customs Office.

Suggestion

Based on the findings of the research, the Langsa Customs Office is advised to continue to improve the quality of communication between employees and between departments through various efforts, such as communication training, coordination workshops, and more open feedback mechanisms. In addition, office management needs to implement effective stress management strategies, for example through balanced work scheduling, relaxation programs, task rotations, or the provision of counseling for employees who experience high work pressure. With these steps, it is hoped that work stress can be reduced, internal communication becomes smoother, and the productivity and overall



performance of employees can increase significantly, supporting the achievement of organizational goals professionally and accountably.

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