

Interpersonal Communication and Work Motivation on the Performance of Civil Servants in Banyuasin Regency

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| Article Information | | Abstract |
|---------------------|------------|---|
| Submission date | 2022-11-15 | <p>Research aim : The purpose of this study is to prove the influence of interpersonal communication and work motivation on the performance of civil servants in Banyuasin Regency.</p> <p>Design/Method/Approach : The sample of this study were 197 Civil Servants with echelon III structural positions. The method of determining the sample used the saturated sample method (census). The data analysis technique in this study is using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) technique.</p> <p>Research Finding : The results of the study show that interpersonal communication and motivation have a positive effect on employee performance. This study also proves that the work motivation variable has a greater influence than the interpersonal communication variable on employee performance.</p> <p>Theoretical contribution/Originality : -</p> <p>Practitioner/Policy implication : -</p> <p>Research limitation : This research has implications for policies for performance appraisal related to interpersonal communication and work motivation.</p> <p>Keywords : Interpersonal Communication, Motivation, Performance</p> |
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1. Introduction

Performance is the result of work in quality and quantity that is achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [1]. Basically, several companies/agencies expect good work performance from each of their employees so that they can contribute to the development of the company [2]. Based on PP 14 paragraph (3) PP No. 30 of 2019, performance appraisal is connected with reward and punishment. Performance appraisal is the basis for giving performance allowances and as employee motivation. Motivation is a process that explains the intensity, direction and persistence of efforts to achieve a goal. The three main elements in motivation are intensity, direction, and persistence [3]. McClelland Achievement Motivation Theory, there are three things that can motivate someone, namely: the need for achievement, the need for power, and the need for

affiliation [4].

Judging from the results of previous studies related to the effect of motivation on performance. The results of the study show that work motivation has an influence on performance [5-6]. [7-26] states that motivation is a very important aspect to drive one's creativity and ability to do a job, and to always be enthusiastic about doing the job. The realization of maximum performance, it takes a boost to bring up the will and enthusiasm for work, namely with motivation [27-28].

Motivation functions to stimulate the ability of employees so that maximum performance results will be created, employees have a strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be motivated to do something well [29-30]. In the end encouragement or stimulation both from within and from outside a person will produce good performance [31-32]. To improve interpersonal relationships, avoid and overcome personal conflicts, reduce uncertainty, share knowledge and experiences with others, control behavior, provide motivation, as a statement of emotion, and in providing information needed interpersonal communication.

Interpersonal communication is dialogical in nature and this communication is most effective in changing a person's attitude, opinion or behavior, meaning that feedback occurs immediately. The communicator can find out the communicant's response at that time. The communicator knows for certain whether his communication is positive, negative, successful or not. If it doesn't work, then the communicator can give the communicant the opportunity to ask as many questions as possible. Interpersonal communication is a communication process that takes place between two or more people face to face [33]. Interpersonal communication is the process of exchanging information between one person and another [34]. Interpersonal communication denotes the interaction between two or more individuals and ranges from a temporary to an ongoing relationship. This communication can be based on relatives, general business interactions, or other types of social conventions [35].

The more effective interpersonal communication and the smooth exchange of ideas among employees, the more conflict and confusion will be minimized [36]. This will make the work situation conducive and comfortable. Conversely, if the flow of information and the exchange of ideas is hampered, it will result in reduced satisfaction from employees, increased job saturation, and can ultimately result in a decrease in work motivation. Study shows that there is a direct effect of interpersonal communication on motivation, increasing interpersonal communication and organizational climate increasing work motivation [37].

There are still gaps between previous research, such as research shows that interpersonal communication has no effect on performance [22,26,38-39]. Meanwhile in research, Interpersonal communication has an influence on performance [13,17,37,40-46].

1.1. Statement of Problem

Based on the introduction, the Statement of Problem in this study is how does interpersonal communication and motivation influence the performance of Civil Servants in Banyuasin Regency?

1.2. Research Objectives

The Research Objectives in this study are to prove, analyze and develop the theory of interpersonal communication and motivation on employee performance.

2. Method

The type of data used in this study is quantitative data, namely data measured on a numerical scale that can be processed and analyzed using statistical calculations [47]. Where is the scope of research conducted to determine the factors that influence interpersonal communication and motivation on employee performance. The sample of this study were civil servants in Banyuasin Regency with 197 echelon III structural positions. The method of determining the sample used the saturated sample method (census). The data analysis technique in this study is using Structural Equation Modeling (SEM) with the Variance or Component Based (VB-SEM) approach with the Partial Least Squares (PLS) technique.

3. Results and Discussion

Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis can also be used to test the validity and reliability of the question items made. Confirmatory factor analysis is designed to test the unidimensionality of a construct. Testing the validity of the constructs in this study was carried out by looking at the standard factor loading values of each indicator in the full model. An indicator is declared valid if it has a standard factor loading value greater than 0.5. Whereas the reliability test is obtained from the Composite Reliability value in the full model. the questionnaire instrument is declared reliable if it has a Composite Reliability value of > 0.60 .

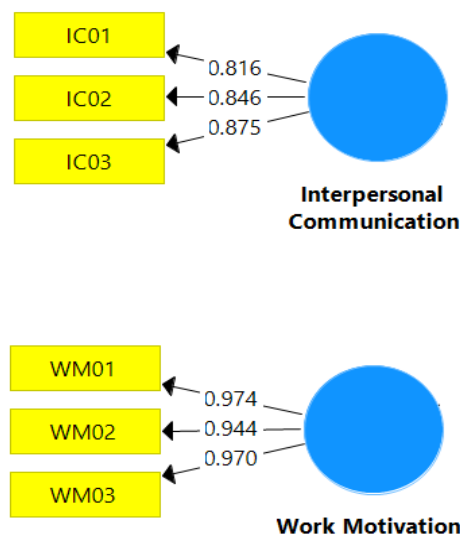


Figure 1. Interpersonal Communication Variable CFA Test and Work Motivation

Based on Figure 1. Exogenous CFA Test for Interpersonal Communication and Work Motivation variables. All indicator values on the Interpersonal Communication and Work Motivation variables are above 0.5. meaning that all indicators are declared valid. For the CFA exam, the endogenous variable is the Employee Performance Variable, as shown in Figure 2:

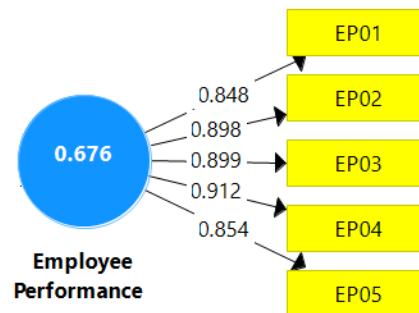


Figure 2. CFA Test of Employee Performance Variable

The results of the CFA test for Endogenous Variables, namely the Employee Performance variable, show all loading factors > 0.5 . So that all endogenous constructs are valid. For the reliability test using Composite Reliability for Interpersonal Communication, Work Motivation and Employee Performance variables, as in Table 1.

Table 1. Exogenous and Endogenous Loading Factor and Composite Reliability Values

| Variabel | Konstruk | Loading factor ($> 0,5$) | Composite Reliability ($> 0,7$) | Information |
|---|----------|-------------------------------|--------------------------------------|------------------|
| Interpersonal Communication ξ_1 | IC01 | 0.816 | 0.883 | Valid & Reliabel |
| | IC02 | 0.846 | | Valid & Reliabel |
| | IC03 | 0.875 | | Valid & Reliabel |
| Work Motivation ξ_2 | WM01 | 0.974 | 0.974 | Valid & Reliabel |
| | WM02 | 0.944 | | Valid & Reliabel |
| | WM03 | 0.970 | | Valid & Reliabel |
| Employee Performance η | EP01 | 0.848 | 0.946 | Valid & Reliabel |
| | EP02 | 0.898 | | Valid & Reliabel |
| | EP03 | 0.899 | | Valid & Reliabel |
| | EP04 | 0.912 | | Valid & Reliabel |
| | EP05 | 0.854 | | Valid & Reliabel |

Source: Primary Data Processed, 2022

Based on Table 1 above, it shows that all indicators on the Interpersonal Communication, Work Motivation and Employee Performance variables are valid. Likewise from the results of the reliability test using Composite Reliability on the Interpersonal Communication, Work Motivation and Employee Performance variables with a $CR > 0.70$ value in the full model showing good reliability, so that all can be analyzed.

SEM-PLS Analysis

The next step is to carry out an analysis using the full SEM-PLS model as shown in

Figure 3 below:

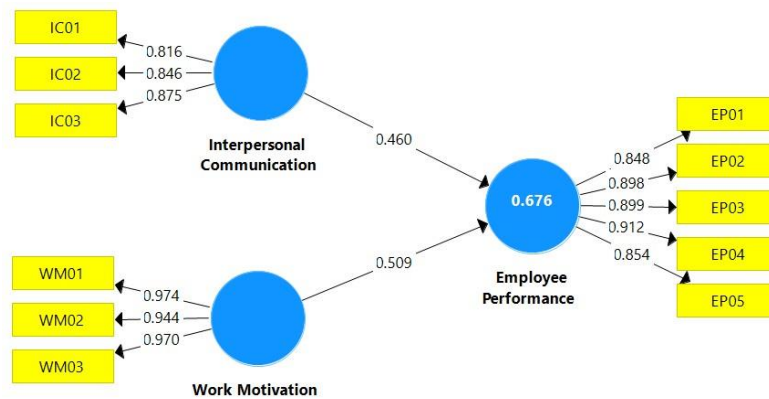


Figure 3. Full Model

a. Goodness of Fit Index (GOF)

To see the compatibility between models in full, use GOF. Because GOF validates the combined measurement of the outer model with the inner model. To calculate the GOF value, use the formula as below:

$$GoF = \sqrt{Com \times \bar{R}^2}$$

$$GoF = \sqrt{0,934 \times 0,676}$$

$$GoF = 0,80$$

The calculation results show a good goodness of fit (GoF) value of 0.80

b. Results

The confidence level used in this study is 95%, so the inaccuracy limit is $(\alpha) = 5\% = 0.05$. with a t-table value of 1.96, so:

Table 2. Coefficient and t-Value at 5% Level

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics | P Values |
|---|---------------------|-----------------|----------------------------|--------------|----------|
| Interpersonal Communication (IC) -> Employee Performance (EP) | 0.460 | 0.465 | 0.045 | 10.246 | 0.000 |
| Work Motivation (WM) -> Employee Performance (EP) | 0.509 | 0.505 | 0.049 | 10.303 | 0.000 |

Source: Processed Research Data Results, 2022

Structural Equation:

$$EP = 0.460 * IC + 0.509 * WM$$

Based on the structural equation, it shows that Employee Performance (EP) is influenced by Interpersonal Communication (IC) and Work Motivation (WM). Interpersonal communication has a positive effect of 0.460 and is significant with a T statistic of 10.246 (> 1.96) or P-Value = 0.000 (Sig < 0.05) on employee performance. Also shows that interpersonal communication has a positive influence on performance [48-52]. Meanwhile in research shows that interpersonal communication has a negative effect on Employee Performance [53].

Work Motivation has a positive effect of 0.509 and is significant with a T statistic of 10.303 (> 1.96) or P-Value = 0.000 (Sig < 0.05) on employee performance. Based on the test results with SEM-PLS, it shows that the Work Motivation variable has a more dominant effect on the Performance of Civil Servants in Banyuasin Regency compared to Interpersonal Communication. This study proves the results of research which states that work motivation has a positive and significant effect on employee performance [50,53-56].

4. Conclusion

Interpersonal communication has a positive and significant effect on employee performance and work motivation has a positive and significant effect on employee performance. proves that the work motivation variable has a greater influence than the interpersonal communication variable on the performance of Civil Servants in Banyuasin Regency.

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