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Interpersonal Communication on the Performance of the Public Relations and Protocol Bureau of the Regional Secretariat of the Maluku Province

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Abstrak

This study aims to analyze the effect of interpersonal communication on employee performance. The population used in this study were all 56 employees of the Public Relations and Protocol Bureau of the Maluku Province Regional Secretariat. The method of determining the sample is full sampling. Data were analyzed by multiple linear regression. The results of the study concluded that interpersonal communication in the dimensions of openness, empathy, support, positive feeling and equality had a positive and significant effect on performance, either partially or simultaneously.

Keywords: interpersonal; communication; performance.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh komunikasi interpersonal terhadap kinerja karyawan. Populasi yang digunakan dalam penelitian ini adalah seluruh 56 pegawai Biro Humas dan Protokol Sekretariat Daerah Provinsi Maluku. Metode penentuan sampel adalah full sampling. Data dianalisis dengan regresi linier berganda. Hasil penelitian menyimpulkan bahwa komunikasi interpersonal pada dimensi keterbukaan, empati, dukungan, perasaan positif dan kesetaraan berpengaruh positif dan signifikan terhadap kinerja, baik secara parsial maupun simultan.

Kata kunci: komunikasi; interpersonal; kinerja.

BACKGROUND

Communication within the organization is very important for the smooth functioning of the organization (Wattimena, Demsey; Latuheru, 2021). Communication is a tool by which people strive to achieve organizational goals and objectives and ultimately the common core goal of

profit and advancement (Tahitu, Amelia; Tutuhaturunewa, ARM; Sirait, 2021). Basically, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships between individuals and groups. In addition, organizational capabilities are developed and validated through an intense social and communicative process (Marleen Muskita, 2023). Interpersonal communication takes place face to face. At the time of face to face between the speaker and the listener personal contact occurs (personal contact), then the personal communicator touches the personal communicant. When the message is delivered, the feedback takes place immediately (immediate feedback), at that time the communicator can find out the communicant's response to the message conveyed (Muskita, 2021).

Leader-subordinate interpersonal communication will be successful, if there is trust and openness between leaders and subordinates. With interpersonal communication there will be an exchange of ideas or ideas between leaders and subordinates in order to obtain accurate information about the implementation of an activity or problem solving. The more information employees know, the better they will complete the tasks they carry out.

The Bureau of Public Relations and Protocol of the Regional Secretariat of the Maluku Province has the task of assisting the Assistant for Social Welfare and General Administration in coordinating the formulation of policies and administrative coordination on the implementation of the duties and functions of the Regional Apparatus as well as administrative services in the field of public relations and protocols. The implementation of these main tasks and functions is supported by the availability of employees who understand the applicable standard operating procedures.

Based on the author's observations and based on the 2021 performance report, it appears that performance has not been achieved optimally. The optimization of employee performance has not yet been realized, when examined in depth, such conditions are caused by the non-optimal coordination of fellow employees towards the completion of a job so that it has an impact on the low performance of employees, the low interpersonal communication between employees in completing the work, there are still employees who do not have sufficient competence. This can be seen in their ability to carry out their duties and responsibilities, there are often overlapping tasks and authorities given by superiors to their subordinates, the available resources are not sufficient so that it has an impact on the quality level of organizational performance and employee performance has not been carried out optimally, this is reflected in the lack of Optimizing the quantity and quality of work according to the expected target, as well as the speed and accuracy of work execution.

Performance is the result of a person's work based on the perfection of the activity in accordance with the responsibilities and expected results. Performance is

an action and not an event because the success of doing a job is largely determined by a person's performance. According to Sari, Marnisah, & Romli (2020), performance is

the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standards..

Performance is basically what employees do or don't do. Employee performance can be measured through 5 elements, namely: (1) quantity of results, (2) quality of results, (3) timeliness of results, (4) attendance, and (5) ability to work together. in other words, employee performance can be seen from the quantity measured by the employee's perception of the number of assigned activities and their results. Timeliness is measured from the employee's perception of an activity that is completed at the beginning of time until it becomes output. (Suzanto & Solihin, 2012).

Effective interpersonal communication helps oneself to maintain good relationships between individuals, convey information knowledge, change attitudes and solve problems in human relations that make self-image for the better towards success (Bulantika, Sa'adah, & Kushendar, 2019). Employees' interpersonal communication skills in interacting with fellow colleagues and with their superiors play an important role in achieving a task that is mandated to the employee concerned (Hurriyah, Hawaliah, Soleh, & Wildan (2021).

Haimah, Djamil, & Pasaribu (2015) and Usman (2013) explain in detail the measurement of interpersonal communication. The indicator of openness in the interpersonal communication variable means that the person communicating must be open and honest in conveying information, and the things that are conveyed are of course something natural to be known by both parties who are communicating. The second indicator of this interpersonal communication is empathy, which is interpreted as a person's efforts to find out various things that happen to other people. Supportive attitude as the third indicator on the interpersonal communication variable means that there is support given by each party in communicating. Furthermore, a positive attitude as the fourth indicator on the interpersonal communication variable means that there is comfort created by each party in communicating. Equality as the last indicator used in measuring interpersonal communication variables is the ability to understand each other that each party who is communicating is equally important and has something to contribute in the conversation..

Several previous studies linking interpersonal communication and performance have been carried out by several experts. Wibowo (2013) explains the importance of communication in relation to work shown by the amount of time used to communicate at work. Similarly (Usman, 2013), Swandhana (2017) which explains that effective communication is important for all organizations. Effective interpersonal communication helps oneself to maintain good relations between individuals, convey information knowledge, change attitudes and solve problems between human relationships which create a better self-image for success (Sari et al., 2020). Likewise, Hurriyah, Hawaliah, Soleh, & Wildan (2021) dan (Rinda, Subakti,

Saputri, & Sundarta, 2021) explained that communication can be an effective tool to motivate employees involved in change.

METHODE

This study uses a descriptive-quantitative approach with a causal correlational type, meaning that the relationship between the independent variable and the dependent variable is a cause-and-effect relationship. The population used in this study were all 56 employees of the Public Relations and Protocol Bureau of the Maluku Province Regional Secretariat. The method of determining the sample is full sampling. Data were analyzed by multiple linear regression. The research instrument used is a questionnaire, which is a number of written questions that are used to obtain information about respondents' perceptions of research variables. The measurement of the data of the variables studied was based on a five-level scale ranging from 5 to 1. The data analysis technique in this study used multiple linear regression analysis.

RESULT AND DISCUSSION

Result

The effect of independent variables on interpersonal communication, namely openness, empathy, support, positive feeling and equality on performance is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 23.00 program, the following table is obtained:

Table 1.
Multiple Linear Regression Analysis Results

| Variable | Koef. Reg | T count | t table df=50 | Probabilitas | r ² Partial |
|--|-----------|---------|---------------|--------------|------------------------|
| <i>Openess</i> (X ₁) | 0,534 | 7,382 | 2,011 | 0,002 | 0,374 |
| <i>Empathy</i> (X ₂) | 0,167 | 2,422 | 2,011 | 0,011 | 0,197 |
| <i>Support</i> (X ₃) | 0,390 | 3,201 | 2,011 | 0,005 | 0,232 |
| <i>Positif Feeling</i> (X ₄) | 0,356 | 3,111 | 2,011 | 0,001 | 0,354 |
| <i>Equility</i> (X ₅) | 0,125 | 2,121 | 2,011 | 0,012 | 0,123 |
| Constanta | : 0,322 | | F. Ratio | : 228,342 | |

| | | | |
|------------|---------|-------|---------|
| R square | : 0,605 | Prob. | : 0,000 |
| Multiple R | : 0,778 | n | : 56 |

Based on the table above, it can be arranged a mathematical equation model as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

$$Y = 0,322 + 0,534 X_1 + 0,167 X_2 + 0,390 X_3 + 0,356 X_4 + 0,125 X_5 + e$$

Where :

Y = Employee Performance

X1 = Interpersonal Communication on the openness dimension

X2 = Interpersonal Communication on the empathy dimension

X3 = Interpersonal Communication on the support dimension

X4 = Interpersonal Communication on the positive sense dimension

X5 = Interpersonal Communication on the dimension of equality

b₀, b₁, b₂, b₃, b₄, b₅ = Regression coefficient

e = Error term (error term)

The explanation of the mathematical model above is:

1. The value of b₀ shows the employee performance forecast of 0.322 which is not influenced by interpersonal communication variables, namely openness, empathy, support, positive feeling and equality.
2. The value of b₁ shows that the interpersonal communication variable on the openness dimension (X₁) is positive, this means that if there is openness in communicating interpersonally, it will result in increased employee performance. Furthermore, the magnitude of the regression coefficient of 0.534 means that every increase of one unit of the openness variable will result in an increase of 0.534 units of employee performance, if the other variables are constant.
3. The value of b₂ shows that the interpersonal communication variable on the empathy dimension (X₂) is positive, this means that if there is empathy in communicating interpersonally, it will result in increased employee performance. Furthermore, the magnitude of the regression coefficient of 0.167 means that every increase of one unit of the empathy variable will result in an increase of 0.167 units of employee performance, if the other variables are constant.
4. The value of b₃ shows the interpersonal communication variable on the support dimension (X₃) is positive, this means that if there is support in interpersonal communication it will result in increased employee performance. Furthermore, the magnitude of the regression coefficient of 0.390 means that every increase of one unit of the support variable will result

in an increase of 0.390 units of employee performance, if the other variables are constant.

5. The value of b_4 indicates that the interpersonal communication variable on the positive sense dimension (X4) is positive, this means that if there is a positive feeling in communicating interpersonally, it will result in increased employee performance. Furthermore, the magnitude of the regression coefficient of 0.356 means that every increase of one unit of the positive taste variable will result in an increase of 0.356 units of employee performance, if the other variables are constant.
6. The value of b_5 indicates that the interpersonal communication variable on the equality dimension (X5) is positive, this means that if there is equality in interpersonal communication, it will result in increased employee performance. Furthermore, the magnitude of the regression coefficient of 0.125 means that every increase of one unit of the equality variable will result in an increase of 0.125 units of employee performance, if the other variables are constant.

First, Second, Third, Fourth and Fifth Hypothesis Testing

The first hypothesis states that the variables of openness (X1), empathy (X2), support (X3), positive feeling (X4) and equality (X5) have a positive and significant effect on the related variable, namely employee performance (Y) partially. The test is carried out by confirming the t-count value with the t-table value in degrees of freedom ($df=50$).

1. The calculated t value for the openness variable is $7.382 >$ the t table value ($df = 50$) is 2.011, so it can be concluded that H_0 is rejected, H_a is accepted, which means that openness has a partial effect on employee performance (Hypothesis 1 is accepted)
2. The calculated t value for the empathy variable is $2.422 >$ the t table value ($df = 50$) is 2.011, so it can be concluded that H_0 is rejected, H_a is accepted, which means that empathy has a partial effect on employee performance. (Hypothesis 2 accepted)
3. The calculated t value for the support variable is $3.201 >$ the t table value ($df = 50$) is 2.011, so it can be concluded that H_0 is rejected, H_a is accepted, which means that support partially affects the performance of millennial employees. (Hypothesis 3 accepted)
4. The calculated t value for the positive taste variable is $3.111 >$ the t table value ($df = 50$) is 2.011, so it can be concluded that H_0 is rejected, H_a is accepted, which means that positive feeling partially affects employee performance. (Hypothesis 4 is accepted)

5. The calculated t value for the equality variable is $2.121 >$ the t table value ($df = 50$) is 2.011, so it can be concluded that H_0 is rejected, H_a is accepted, which means that a positive feeling partially affects employee performance. (Hypothesis 5 is accepted)

Six Hypothesis Testing

The fifth hypothesis states that the variables of openness (X1), empathy (X2), support (X3), positive feeling (X4) and equality (X5) have a significant effect on the related variable, namely employee performance (Y) simultaneously. The test is carried out by confirming the calculated F value with the table F value in $df (5)(50)$. The table above shows the calculated F value of $228.342 >$ F table in $df (5)(50)$ of 8.57 ; so it can be concluded that H_0 is rejected and H_a is accepted which means that the variables of openness (X1), empathy (X2), support (X3), positive feeling (X4) and equality (X5) have a significant effect on the related variable, namely employee performance (Y) simultaneously. . The magnitude of the influence of these five variables is 0.778 or 77.8% of employee performance variables influenced by the variables of openness (X1), empathy (X2), support (X3), positive feeling (X4) and equality (X5) and the remaining 32.2% (100%-77.8%) is influenced by other variables that are not included in the research model.

Table 1 shows the results of multiple linear regression analysis, which shows that the largest regression coefficient value is the openness variable, as well as the t-count value and the partial r^2 value, which shows that the biggest influence comes from the openness variable with a large effect of 37.4%, because it has the largest correlation coefficient among the other four variables. The regression coefficient shows the influence of each independent variable (X1, X2, X3, X4 and X5) on the dependent variable (Y) if the size of the other independent variables in the model remains.

Discussion

Based on the results of the study, it is known that the five variables, namely openness (X1), empathy (X2), support (X3), positive feeling (X4) and equality (X5) partially (alone) have a significant effect on employee performance because the value of t count $>$ t table value. The t-count value of the independent variable is in the rejection area of H_0 , this means that the regression coefficient of the five variables is not equal to 0, in other words the coefficient of the variable is significant. Simultaneously, the variables of openness (X1), empathy (X2), support (X3), positive feeling (X4) and equality (X5) have a significant effect on the related variable, namely employee performance. This means that if the five variables of interpersonal communication interact with each other, it will significantly improve employee

performance. In the sense that communication that promotes openness, empathy, mutual support, creates a positive feeling and emphasizes equality, performance will increase, and vice versa.

This is in line with the opinion of Wibowo (2013) regarding the importance of communication in relation to work, indicated by the amount of time used to communicate at work. Similarly, the opinion (Usman, 2013) that effective communication is important for all organizations. Therefore, organizational leaders and communicators in organizations need to understand and improve their communication skills. As stated by (Bulantika et al., 2019) that First, interpersonal communication helps intellectual and social development. Second, human identity or identity is formed in and through communication with other people. Third, in order to understand the surrounding reality and test the truth of the impressions and understandings one has about the world around them, everyone needs to compare them with other people's impressions and understandings of the same reality. Finally, mental health is also largely determined by the quality of communication or relationships with other people, especially people who are significant figures in life.

Hurriyah, Hawaliah, Soleh, & Wildan (2021) explained that communication can be an effective tool to motivate employees involved in change. Interpersonal communication is considered the most effective in changing one's attitudes, views, and behavior. In other words, the more effective interpersonal communication between members of the organization will be, a positive motivation will be created in addition to a work atmosphere that supports organizational performance. To create this communication, interpersonal communication is needed that is able to generate good satisfaction from each member of the organization. These satisfactions include psychological satisfaction, social satisfaction and economic satisfaction. Interpersonal communication is more of a method of communication that leads to personal recognition and characteristics between members of the organization.

Interpersonal communication is very important especially in an organization, with interpersonal communication an employee can express work opinions with other employees or with superiors. With interpersonal communication will create a good working relationship between employees and their superiors. Interpersonal communication has a very important role where interpersonal communication has a strategic position for the management of an organization, the quality of interpersonal communication depends on the good or bad of an organization there are no problems as long as interpersonal communication goes well. (Rinda et al., 2021).

CONCLUSION

The results of the study concluded that interpersonal communication in the dimensions of openness, empathy, support, positive feeling and equality had a positive and significant effect on performance, either partially or simultaneously.

Therefore, it is necessary to note that in organizing interpersonal communication is very important, for human resources to have interpersonal communication correctly in order to avoid miscommunication that can cause obstacles and chaos in the organization..

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