

Interpersonal Communication on Performance through Work Motivation as Intervening Variables in Civil Servants in Banyuasin Regency

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Abstract

The purpose of this study is to prove how the influence of interpersonal communication on performance through work motivation as an intervening variable for Civil Servants in Banyuasin Regency. The sample of this research is Civil Servants with structural positions of echelon IV as many as 373 people in the local government of Banyuasin Regency. Technical analysis of data using Structural Equation Modeling (SEM). The results of the study show that the Interpersonal Communication variable has a positive and significant effect on Employee Performance and also Interpersonal Communication has a positive and significant effect on Motivation. This study also proves that motivation has a positive and significant effect on employee performance. The influence of interpersonal communication on performance through work motivation as an intervening variable for Civil Servants in Banyuasin Regency is 0.573.

Keywords: Interpersonal Communication, Work Motivation, Employee Performance

INTRODUCTION

The emphasis on performance-based management of the State Civil Apparatus has emerged since the birth of Law no. 5 of 2014 concerning State Civil Apparatus. Article 1 (2) State Civil Apparatus is a civil servant and a government employee with a work agreement who is appointed by a staffing officer and assigned tasks in a government position or entrusted with other state duties and is paid according to the laws and regulations. Whereas in Article 1 (3) Civil Servants are Indonesian citizens who meet certain requirements, are appointed as permanent State Civil Apparatus Employees by staffing officers to occupy government positions. In accordance with Article 76 (1) Performance appraisal of civil servants is carried out based on performance planning at the individual level and at the unit or organizational level, taking into account the targets, achievements, results, and benefits achieved.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.(Pradhan & Jena, 2017). Work performance is related to a number of results, quantity/quality of output, absenteeism or delays and employee replacement. This is the result of objective data that can be measured quantitatively to analyze the level of employee performance, (Paais & Pattiruhu, 2020). Basically, some companies/agencies expect good work performance from each of their employees in order to contribute to the development of the company. The performance assessment of the state civil apparatus aims to ensure the objectivity of development based on the achievement system and career system. State civil apparatus with good performance will get appreciation or reward and determine promotions and promotions. On the other hand, state civil servants whose performance is poor, let alone very bad, have the potential to be subject to sanctions. The maximum penalty is honorable dismissal. Performance assessment. In order for the assessment to be objective, Government Regulation no. 30 of 2019 regulates how the assessment is carried out, the weight of the assessment, the appraiser official, as well as the mechanism for objecting to the results of the assessment.

Leaders have an important role in the organization, the organization will be successful if it has leaders who have a good vision for the future so that they are able to respond to changes that occur in the organizational environment. Leaders will be successful if they are supported by subordinates who have good performance and vice versa, subordinates will have good performance if they have leaders who are able to motivate subordinates to move forward, build effective relationships and are able to plan and implement changes in the organization.

The level of motivation that exists in an employee affects the activities that will be carried out by the employee to meet the performance to be obtained, (Shaaban, 2018). Rini et al. (2021) found that management commitment can increase work motivation. This research provides that theoretical development can improve ranking and competitiveness through the strength of teamwork. The positive behavior of people in the organization, which is expressed in the form of a conscious and voluntary willingness to work, has a positive impact not only on themselves, but also contributes to the company more than what is formally required by the company. Voluntary action behavior carried out by individuals even though these actions are not part of their duties as members of the organization, but on the initiative to make the best contribution to the organization,(Asgari et al., 2019).

Interpersonal communication is dialogical and this communication is most effective in changing a person's attitude, opinion, or behavior, meaning that the backflow occurs

immediately. Communicators can find out the response of the communicant at that time. The communicator knows for sure whether the communication is positive, negative, successful or not. If it doesn't work, then the communicator can give the communicant the opportunity to ask the widest possible questions. Interpersonal communication is a communication process that takes place between two or more people face to face, (Cangara, 2010). Interpersonal communication is the process of exchanging information between one person and another, (Hargie, 2021). Interpersonal communication denotes the interaction between two or more individuals and ranges from temporary to ongoing relationships. These communications can be built on the basis of relatives, general business interactions, or other types of social conventions, (Ketaya & A.Beckb, 2017).

Rakhmat (2013) there are three factors that can influence in interpersonal, namely Trust), supportive attitude and open attitude. The more effective interpersonal communication and the exchange of ideas between employees run smoothly, the conflict and confusion will be minimized. This will make the work situation conducive and comfortable. On the other hand, if the flow of information and exchange of ideas is hampered, it will result in reduced employee satisfaction, increased job boredom, and ultimately can result in a decrease in work motivation, (Hutagalung, 2014). Wonodipho (2019), shows that there is a direct influence of interpersonal communication on motivation, improvement of interpersonal communication and organizational climate increase work motivation.

RESEARCH METHODS

The research sample is Civil Servants in Banyuasin Regency with 373 echelon IV structural positions. The sampling technique uses total sampling. The technical analysis of the data in this research is using Structural Equation Modeling (SEM) which is operated through the AMOS program.

ANALYSIS AND RESULTS

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis aims to test the unidimensionality of latent construct indicators. At this stage, Confirmatory Factor Analysis (CFA) analysis is carried out separately through construct validity and construct reliability tests. To see the correlation of each exogenous variable and endogenous variable, it can be seen from the loading factor value of each indicator. The data is said to be valid, if the loading factor value has been above 0.5. The following are the results of the exogenous construct validity test:

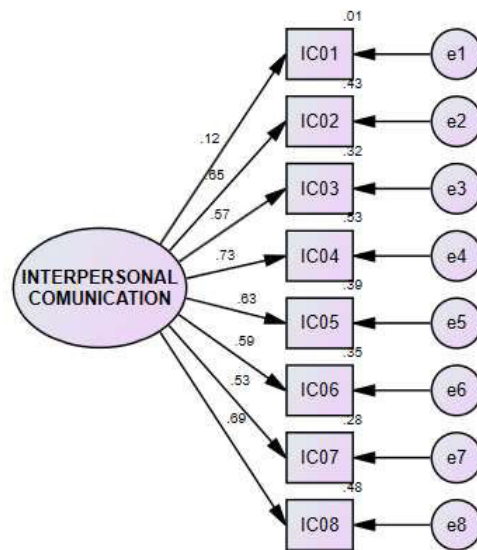


Figure 1. Confirmatory Factor Analysis (CFA) Eksogen

Based on Figure 1. on Model_1 Exogenous CFA, there is a charge value of <0.5 , namely IC01 on the Interpersonal Communication variable, meaning that the indicator is not valid and must be exchanged, so that the second model of Exogenous Construct CFA is obtained as follows:

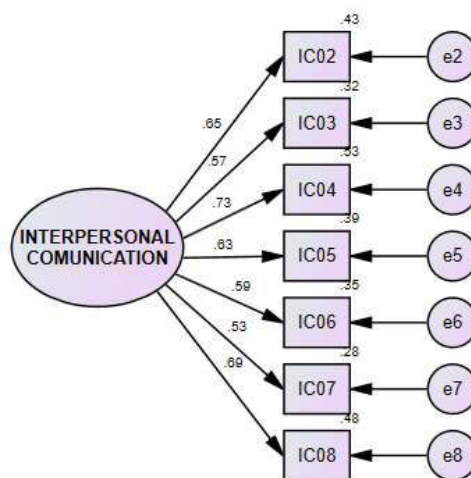


Figure 2. Confirmatory Factor Analysis (CFA)-2 Eksogen

Based on Figure 2. all exogenous indicators have been valid so that the results of reliability calculations with Construct Reliability from Confirmatory Factor Analysis of exogenous variables are shown in Table 1.

Table 1. Construct Reliability Variabel Eksogen

Variable	Item	λ	Error = $1 - \lambda^2$	$CR = (\sum \lambda)^2 / ((\sum \lambda)^2 + \sum \text{Error})$
Interpersonal Communication	IC02	0.65	0.43	0.874
	IC03	0.57	0.32	
	IC04	0.73	0.53	
	IC05	0.63	0.39	
	IC06	0.59	0.35	
	IC07	0.53	0.28	
	IC08	0.69	0.48	

Based on Table 1 the value of Construct Reliability (CR) is 0.874, thus the instrument is said to be reliable, so that the resulting data can be analyzed further.

b). Confirmatory Factor Analysis (CFA) Construct Endogen.

The endogenous construct confirmatory factor analysis is shown in Figure 3. below:

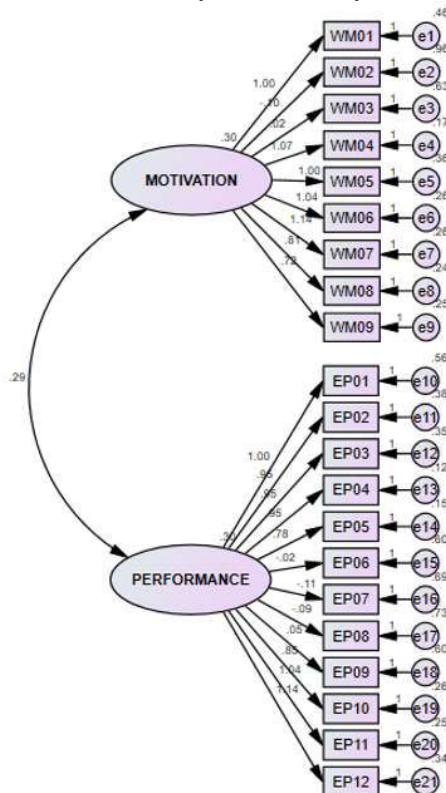


Figure 3. Uji CFA Endogen

Based on Figure 3, there is a loading factor value that is < 0.5 , namely WM02, WM03 on the motivation variable, and EP06, EP07, EP08, EP09 on the performance variable, meaning that the

indicator is not valid and must be exchanged, so that the second model CFA construct is obtained. Endogenous as follows:

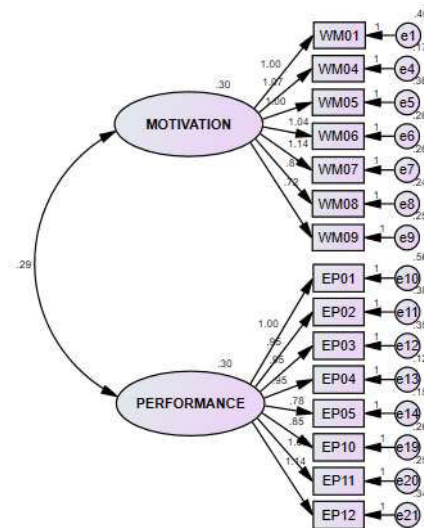


Figure 4. Uji CFA-2 Endogen

Based on Figure 4 CFA-2 test, all endogenous indicators are valid so that the results of reliability calculations using Construct Reliability from Confirmatory Factor Analysis of endogenous variables are shown in Table 2.

Table 2. *Construct Reliability Variabel Eksogen*

Variabel	Construct	Loading factor ($> 0,5$)	Composite Reliability ($> 0,7$)	Keterangan
Motivation	WM01	1.00	0.958	Valid & Reliabel
	WM04	1.07		Valid & Reliabel
	WM05	1.00		Valid & Reliabel
	WM06	1.04		Valid & Reliabel
	WM07	1.14		Valid & Reliabel
	WM08	0.80		Valid & Reliabel
	WM09	0.72		Valid & Reliabel
Performance	EP01	1.00	0.960	Valid & Reliabel
	EP02	0.96		Valid & Reliabel
	EP03	0.95		Valid & Reliabel
	EP04	0.95		Valid & Reliabel
	EP05	0.78		Valid & Reliabel
	EP10	0.85		Valid & Reliabel

Variabel	Construct	Loading factor (> 0,5)	Composite Reliability (> 0,7)	Keterangan
	EP11	1.00		Valid & Reliabel
	EP12	1.14		Valid & Reliabel

Based on Table 2, the value of Construct Reliability (CR) for the motivation variable is 0.958 and the performance variable is 0.960, thus the instrument is said to be reliable, so that the resulting data can be analyzed further.

Structural Equation Modeling (SEM) Analysis

SEM analysis in this study aims to find out more clearly about the influence of interpersonal communication on performance through work motivation as an intervening variable in Civil Servants in Banyuasin Regency..

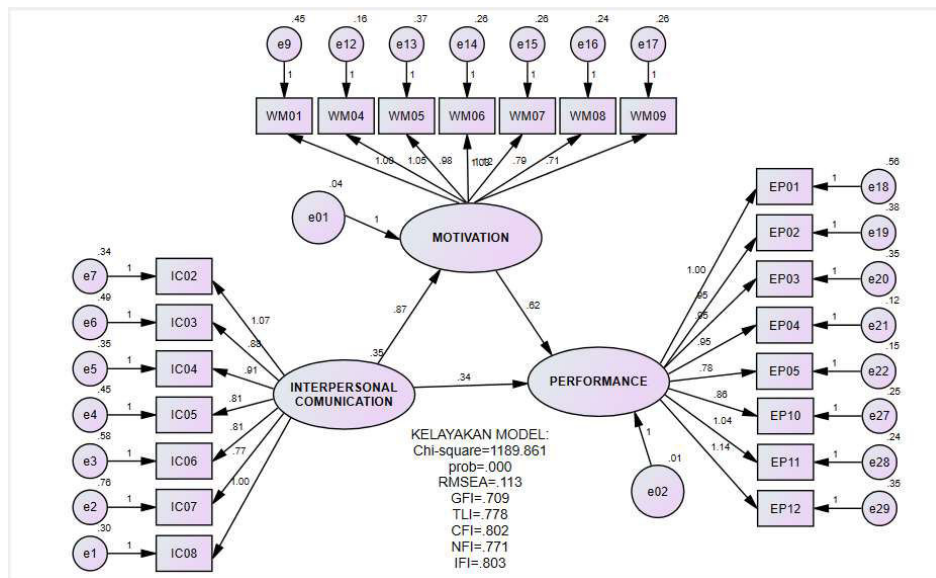


Figure 5. Model SEM

Table 3. Hasil pengujian *Goodness Of Fit Index* sebelum modifikasi

No	Goodness Of Fit Index	Value	Cut off Value	Criteria	Information
1.	<i>Chi-Square</i>	1189,861	< α .df	Good Fit	Marginal Fit
	<i>Probability</i>	0,000	< 0,05		
			0,01 – 0,05	Marginal fit	
2.	RMSEA	0,113	\leq 0,08	Good Fit	Less Fit
			0,08 – 0,10	Merginal Fit	
3.	NFI	0,771	\geq 0,90	Good Fit	Less Fit
			0,80 – 0,89	Merginal Fit	

No	Goodness Of Fit Index	Value	Cut off Value	Criteria	Information
4.	TLI	0,778	$\geq 0,90$	Good Fit	Less Fit
			0,80 – 0,89	Merginal Fit	
5.	CFI	0,802	$\geq 0,90$	Good Fit	Merginal Fit
			0,80 – 0,89	Merginal Fit	
6.	GFI	0.709	$\geq 0,90$	Good Fit	Less Fit
			0,80 – 0,89	Merginal Fit	
7.	IFI	0,803	$\geq 0,90$	Good Fit	Merginal Fit
			0,80 – 0,89	Merginal Fit	

Based on the results of the goodness of fit test in Table 3. it shows that the values of the RMSEA, NFI, TLI, GFI indexes do not meet the criteria for the goodness of fit index. it is necessary to modify the model to form an alternative model that has good goodness of fit criteria as shown in the figure below:

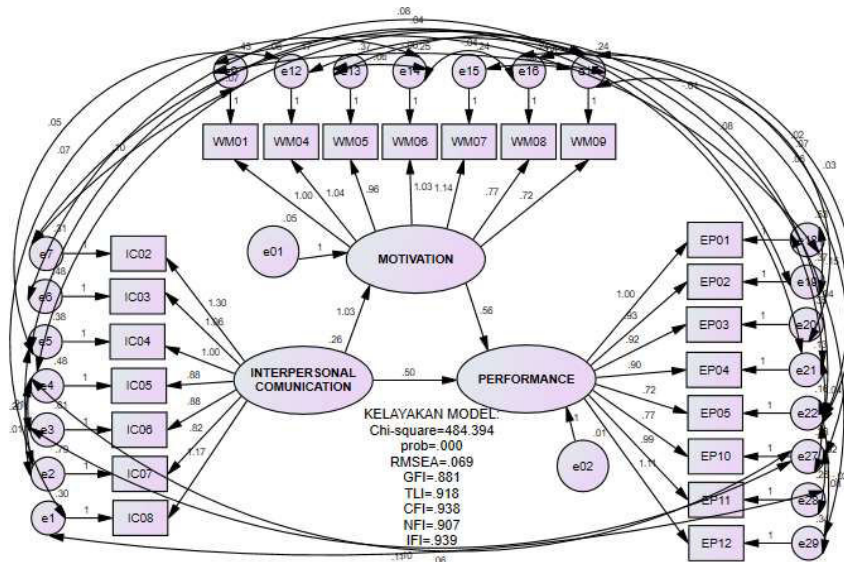


Figure 6. SEM Model Modification

Table 4. Goodness Of Fit Index test results after modification

No	Goodness Of Fit Index	Value	Cut off Value	Criteria	Information
1.	Chi-Square	484,394	$< \alpha, df$	Good Fit	Marginal Fit
	Probability	0,000	$< 0,05$		
				0,01 – 0,05	
2.	RMSEA	0,069	$\leq 0,08$	Good Fit	Good Fit
			0,08 – 0,10	Merginal Fit	
3.	NFI	0,907	$\geq 0,90$	Good Fit	Good Fit

No	Goodness Of Fit Index	Value	Cut off Value	Criteria	Information
			0,80 – 0,89	Merginal Fit	
4.	TLI	0,939	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	
5.	CFI	0,938	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	
6.	GFI	0.881	≥ 0,90	Good Fit	Merginal Fit
			0,80 – 0,89	Merginal Fit	
7.	IFI	0,939	≥ 0,90	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	

Based on the results of the analysis of the goodness of fit criteria testing after the modifications in Table 4. shows the values of RMSEA, NFI, TLI, CFI and IFI meet the criteria for goodness of fit index. Meanwhile, Chi-Square, Probability and GFI meet the requirements marginally. These results can be said that the model can be accepted for research.

Table 5. Regression Weights

		Estimate	S.E.	C.R.	P	Information
Interpersonal Communication	→ Motivation	1.026	0.102	10.049	***	Signifikan
Interpersonal Communication	→ Performance	0.502	0.13	3.867	***	Signifikan
Motivation	→ Performance	0.559	0.117	4.779	***	Signifikan

Based on Table 5. Shows that Motivation is directly influenced by Interpersonal Communication. This shows that Interpersonal Communication has a positive effect on motivation of 1,026 for Civil Servants in Banyuasin Regency. Based on the structural model above, it can be explained that Employee performance is directly influenced by Interpersonal Communication and motivation and the magnitude of the influence of Interpersonal Communication on Employee performance for Employees is 0.502, Motivation on Employee performance is 0.559. This means that motivation has a more dominant influence on employee performance in civil servants in Banyuasin Regency.

Discussion

Table 6 Direct And Indirect Effects

Effects	Koefisien
Interpersonal Communication → Motivation	0.919
Motivation → Performance	0.556
Interpersonal Communication → Performance	0.448
Interpersonal Communication → Motivation → Performance	0.573

Based on Table 6. shows that the coefficient value of the direct influence of Interpersonal Communication on Motivation is 0.919, Motivation on performance is 0.556, The coefficient value of the direct influence of Interpersonal Communication on performance is 0.448. The coefficient of indirect influence of Interpersonal Communication on Employee performance with Motivation as the intervening variable is 0.573.

Santos et al., (2019) states that Interpersonal Communication also plays a role in changing and developing each other. These changes can occur through interactions in communication, the parties involved to provide inspiration, motivation, and encouragement in order to change thoughts, feelings, and attitudes. (Afifi & Cornejo, 2020; Berger & Roloff, 2019; Mheidly et al., 2020; Murtiningsih et al., 2019; Xie & Derakhshan, 2021). In order for interpersonal communication to produce effective interpersonal relationships, it is necessary to have an open attitude, an attitude of trust, an attitude of support, and encourage the emergence of attitudes that best understand, respect, and develop mutual qualities. Interpersonal relationships need to be grown and improved by improving relationships and cooperation so as to increase work motivation (Elvie, 2019; Head et al., 2021; Ju et al., 2021; Solomon et al., 2021).

Al-Jedaia & Mehrez, (2020); Ciobanu et al., (2019); Mahaputra & Saputra, (2021) The results of the study suggest that with the formation of high motivation, it can improve performance. This shows that any increase in the motivation possessed by employees in carrying out their work will provide an increase in their performance. Therefore, high work motivation is needed by the organization to improve the performance of its employees. Having motivation can encourage employees to be active in completing various tasks according to their responsibilities. Employees who have high motivation will have job satisfaction and high performance, and have a strong desire to succeed.(Amaral et al., 2013; Niati et al., 2021; Paais & Pattiruhu, 2020; Shaikh et al., 2019; Sitopu et al., 2021)

CONCLUSION

Interpersonal Communication variable has a positive and significant effect on employee performance. Interpersonal Communication has a positive and significant effect on Motivation. Motivation variable has a positive and significant effect on employee performance. Motivation variable has a positive and significant effect on Employee performance with Motivation as an intervening variable for Civil Servants in Banyuasin Regency.

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