

The Effect of Interpersonal Communication on Performance through Work Teams and Organizational Commitments of the Office of Education and Culture in Bantaeng Regency

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Abstract

The purpose of this study was to determine and analyze how much influence interpersonal communication has on performance through work teams and organizational commitment of the Office of Education and Culture (Dikbud) in Bantaeng Regency employees. This research was conducted at Dikbud in Bantaeng Regency. This research was using a causality design and a quantitative approach. The population of this research includes all employees of Dikbud in Bantaeng Regency, as many as 105 employees. The sampling technique is done by total sampling technique so that the user is 105 employees. Data collection techniques through observation, interviews, questionnaires, and documentation, while data analysis by path analysis. The results showed that interpersonal communication positively and significantly affected employee performance directly and indirectly through the work team and organizational commitment to implement the Dikbud of Bantaeng Regency. In this research, organizational commitment as the variable that most influences employee performance shows a high sense of employee ownership. Employees place themselves higher in the organization formally and the attitude of employees who like the organization to work with more possible efforts to achieve organizational goals.

Keywords

Interpersonal Communication, Teamwork, Organizational Commitment, and Performance.

1. Introduction

Education is one of the most important things that many people must consider producing potential human resources both for now and in the future. Communication as a fundamental human activity, through communication, can be connected both in everyday life in the community or in organizations (Liliweri, 2015).

Intrapersonal communication is so influenced by the self-concept of human behavior, about what it looks like to see itself and others see and can influence interactions on others. The form of interpersonal communication has an impact

on communication and relationships for others. According to DeVito, as Liliweri (2015) quoted, interpersonal communication is a form of delivering messages from other people and receiving direct feedback.

Teamwork or teamwork can be the result of solid interpersonal communication. Teamwork is essential because, with the involvement of many people, organizational activities can run well. Employees play an active role in setting plans, systems, processes, and goals to be achieved. Teamwork is one of the determining factors for organizational success; no single organization develops well without a strong group in any organization. However, no matter how enthusiastic the group or team is, if it is not supported by good communication, the performance cannot be achieved optimally (Sriwidodo and Haryanto, 2010).

Organizational commitment is another factor with a close relationship with the work team that can affect employee performance improvement. Commitment to the organization will lead to individual compliance with organizational rules (Nath et al., 2021; Suharyanto et al., 2021; Umanailo et al., 2021). This study seeks to reveal how the influence of interpersonal communication on performance through the work team and organizational commitment of Dikbud Bantaeng Regency employees.

2. Literature Review

A team requires participation or involvement in it to provide satisfaction for all members; this is in line with what was stated by Dejanaz (2012) that a work team is a person's ability to cooperate reasonably in achieving team and organizational goals. A solid team is a team that always shares information and is open to each other; the role of communication is needed in building a solid team, mutual understanding (Ervina et al., 2019; Novitasari et al., 2019; Rumaolat et al., 2019). As stated by Kellerman and Peter (2011) in their book *Interpersonal Communication* defines interpersonal communication as interpersonal communication is communication which has the characteristic that communication occurs from one person to another. This is also in line with the results of research (Aziz & Sahra, 2018; Saridewi, 2013; Tohiri, 2019; Yana, 2017), which concludes that there is a positive and significant influence of interpersonal communication on the work team.

Employees with a high level of loyalty to the organization will risk their reputation to maintain their reputation; their commitment shows this loyalty to their organization. Luthans (2016) stated that organizational commitment is an attitude that reflects employee loyalty to the organization and ongoing processes. However, maintaining organizational commitment is limited to one or two people and involves many organization members. According to Cangara (2016), communication is when two or more people form or exchange information with each other, which will arrive at a deep mutual understanding.

This is also in line with research (Kusumawardhani & Prabawani, 2017; Lindawati, 2014; Sunengsih, 2014; Syahrir et al., 2019a) which concludes that there is a positive and significant influence of interpersonal communication on organizational commitment.

Performance plays a vital role in developing and advancing the interests of the organization towards a better direction. This aligns with Rivai's (2015) opinion, which says that performance is a natural behavior that everyone displays due to work performance. As a basic form of communication, interpersonal communication is built-in in organizations to achieve maximum performance, Cangara (2016). Interpersonal communication is a communication process between two or more people face to face. This is also in line with previous research conducted by (Haeruddin & Tamsah, 2016; Maddatuang, 2018; Munir et al., 2020; Ridewan et al., 2017), which concluded that there was a positive and significant impact of interpersonal communication on employee performance.

Work teams in organizations are needed to associate several employees to work together, but there are positive things highly desired from a solid work team. This is supported by the opinion of Young (2010). that a team is a group of people. Who works diligently to achieve a target? A solid work team and running well in the organization will directly improve performance. Thus, a good work team will encourage the creation of better employee performance. This is also in line with previous research by (Dira et al., 2020; Marpaung, 2014; Pandelaki, 2018; Sarboini et al., 2017), which concluded that there was a significant positive effect of work team on performance.

The higher the commitment of employees, the more the organization will advance, and it will even continue to be better from day today. This is supported by the opinion of Robbins and Judge (2015). They define organizational commitment as a state of employees taking sides with a particular company and its goals and intending to maintain its

membership in the organization (Jannah et al., 2019; Lionardo et al., 2020; Yusuf et al., 2019). Organizational commitment results in increased performance; employees will maximize their time and energy to produce the best for their organization. As Hasibuan (2017) stated, performance results from work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Thus, exemplary organizational commitment will improve employee performance; this is also in line with previous research conducted by (Arifin et al., 2018; Azikin et al., 2019; Joko et al., 2019; Makkira et al., 2016; Maya et al., 2018; Syahrir et al., 2019b) which concluded that there was a positive influence of organizational commitment on employee performance.

3. Methods

This research was conducted at the Education and Culture Office of Bantaeng Regency; I am using causality design and a quantitative approach. The research population includes all 105 employees of Dikbud Bantaeng Regency. The sampling technique is done by total sampling technique so that the user is 105 employees. Data collection techniques through observation, interviews, questionnaires, and documentation, while data analysis by path analysis.

4. Results

4.1 Data Analysis Results

The coefficient value of the α_1 path is 0.749 with a significant level of 0.000 which means significant ($\text{Sig} < 0.05$). Therefore, the variable of Interpersonal Communication (X) has a significant positive impact on the work team (Y1) (Table 1-2)

Table 1. Regression test result X Y1 →

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.064	1.859		11.330	.000
	Interpersonal Communications (X)	.507	.044	.749	11.460	.000

Table 2. Regression test result X Y2 →

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.699	1.383		9.180	.000
	Interpersonal Communications (X)	.293	.033	.660	8.911	.000

The value of the α_2 path is 0.660 with a significant level of 0.000 which means significant ($\text{Sig} < 0.05$). Therefore, it is mentioned that the Interpersonal Communication variable (X) has a significant positive impact on organizational commitment (Y2) (Table 3).

Table 3. Test Results X, Y1, and Y2 against Z

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.232	3.125		-.714	.477
	Interpersonal Communications (X)	.255	.074	.295	3.428	.001
	Teamwork (Y1)	.370	.112	.291	3.303	.001
	Organizational Commitment (Y2)	.686	.151	.354	4.549	.000

Effect of Interpersonal Communication (X) on Performance (Z). The path coefficient value 1 is 0.295 with a significant level of 0.001 which means it is significant (Sig < 0.05). Therefore, it is stated where the Interpersonal Communication variable (X) has a significant positive impact on Performance (Z); Influence of work team (Y1) on performance (Z). The path coefficient value 2 is 0.291 with a significant level of 0.001 which means it is significant (Sig < 0.05). Therefore, it is stated that the work team variable (Y1) has a significant positive impact on performance (Z); Effect of Organizational Commitment (Y2) on Performance (Z). The path coefficient value 3 is 0.354 with a significant level of 0.000 which means it is significant (Sig < 0.05). Therefore, it is stated where the Organizational Commitment variable (Y2) has a significant positive impact on Performance (Z).

The indirect effect of variable X on variable Z through variable Y2 is 0.233 points (Figure 1).

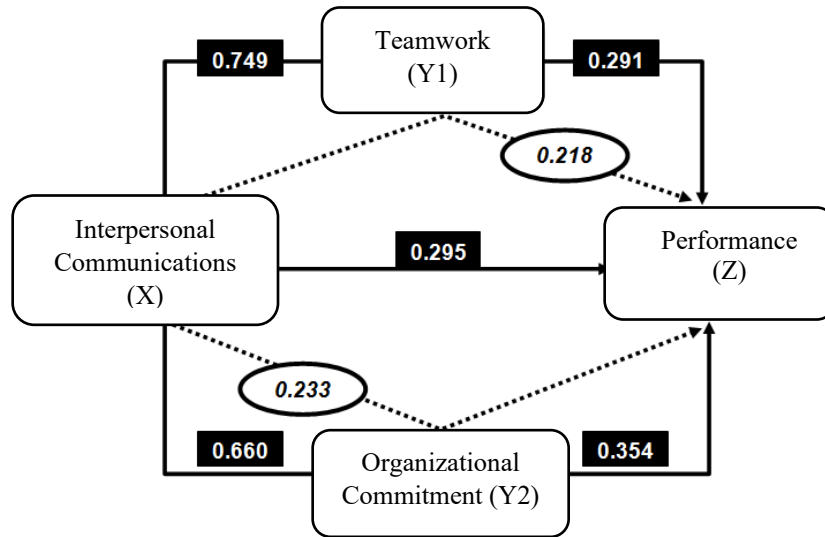


Figure 1. Model path analysis

5. Discussion

supported by previous research conducted by (Aziz & Sahra, 2018; Saridewi, 2013; Tohiri, 2019; Yana, 2017). Interpersonal communication has maintained ongoing relationships and communication between team members. Communication between team members runs smoothly so that the goals and responsibilities of each run smoothly. In addition, interpersonal communication in cooperation has helped employees understand each other's roles and responsibilities in the ongoing collaboration.

supported by previous research (Kusumawardhani & Prabawani, 2017; Lindawati, 2014; Sunengsih, 2014; Syahrir et al., 2019a). With interpersonal communication, employees become the primary tool to improve organizational relationships. Interpersonal communication is carried out effectively to provide benefits and an organizational atmosphere, and a conducive work environment.

is supported by previous research conducted by (Haeruddin & Tamsah, 2016; Maddatuang, 2018; Munir et al., 2020; Ridewan et al., 2017). The quality of work reporting provides the accuracy and accuracy of the results of the reports provided to the leadership. It also shows that employee performance in the organization requires a lot of involvement of employees who understand each other; one employee does not have to be superior to another.

supported by previous research by (Dira et al., 2020; Marpaung, 2014; Pandelaki, 2018; Sarboini et al., 2017). Employees maintain a solid team, and service is a great asset of the organization because it will be easier to achieve targets in a planned manner with faster and better work results.

Previous research was supported by previous research (Aziz & Sahra, 2018; Saridewi, 2013; Tohiri, 2019; Yana, 2017). Interpersonal communication has maintained relationships and ongoing communication between team members. Communication between team members runs smoothly so that the goals and responsibilities of each run

smoothly. In addition, teamwork has helped employees understand their respective roles and responsibilities in the ongoing teamwork.

Supported by previous research (Kusumawardhani & Prabawani, 2017; Lindawati, 2014; Sunengsih, 2014; Syahrir et al., 2019a). With interpersonal communication, employees become the primary tool for perfecting organizational relationships. Interpersonal communication is carried out effectively to provide organizational benefits, and the atmosphere and the work environment become more conducive. Is supported by previous research conducted by (Haeruddin & Tamsah, 2016; Maddatuang, 2018; Munir et al., 2020; Ridewan et al., 2017). Improving the quality of work reporting that provides accuracy and accuracy of reports given to the leadership. As well as other roles showed that the best performance of employees in the organization requires a lot of involvement of employees who understand each other; one employee does not have to be superior to the other.

Supported by previous research by (Dira et al., 2020; Marpaung, 2014; Pandelaki, 2018; Sarboini et al., 2017). Employees maintain a solid team, and service is a great asset of the organization because it will be easier to get targets in a planned manner with faster and better work results.

6. Conclusion

Based on the results and discussion, it can be concluded that interpersonal communication can positively and significantly affect employee performance directly and indirectly through work teams and organizational commitments for Performance of the Education and Culture of Bantaeng Regency. In this research, organizational commitment is the variable that most influences employee performance with a high sense of employee ownership of the organization; employees place themselves higher in the organization formally, and employees who like the organization to strive to achieve the goals desired by their organization. Meanwhile, the work team as the variable with the lowest effect on performance is indicated by the lack of optimal employee responsibilities in building a solid team.

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